

Gill Thewlis - Track record in the arts, culture and creative industries

Gill has a 20 year track record of working with creative organisations strategically, starting in London in 1994 on a voluntary basis and since 2000 professionally, helping creative organisations become better businesses.

Large scale programmes of work

These are key strategic development programmes happening at pivotal moments for the organisations that commission them. They tend to include most if not all of the following elements and have been delivered to the organisations listed below;

- ➔ Stakeholder consultation – in the widest sense including volunteers, staff, Trustees, key funders and other stakeholders in the community, online, by telephone and face to face
- ➔ Strategic Visioning – facilitated sessions involving staff, Trustees, volunteers and others as appropriate
- ➔ Development of Statement of Purpose (Mission)
- ➔ Strategy development
- ➔ SMART Target definition
- ➔ Creative commercialisation – diversifying income streams and building commercial sources of income to increase financial resilience
- ➔ Detailed business planning, using existing frameworks adapted appropriately
- ➔ Financial planning
- ➔ Organising to deliver the plan – restructuring, succession and staff planning, learning and development planning
- ➔ Governance Review – Board Performance Review and board development planning
- ➔ Board & Staff Away Days – Large and small group facilitation
- ➔ Leadership coaching for the senior members of the executive team



| Organisation | Dates | Main contact |
|--------------------------------------|-------------------------------|--------------------------------------|
| Settle Stories | November 2013 – February 2014 | Sita Brand, Director |
| Marsden Jazz Festival, Marsden | July 2013 – March 2014 | Barney Stephenson, Festival Producer |
| Aesthetica Short Film Festival, York | July 2013 – January 2014 | Cherie Frederico, Managing Director |
| Venture Arts, Manchester | March – September 2013 | Amanda Sutton, Director |

| Organisation | Dates | Main contact |
|---|---------------------------|--|
| Oui Performance, York | February – September 2013 | Victoria Gray, Owner & Artist |
| Theatre Royal Wakefield | March – September 2012 | Murray Edwards, Executive Director |
| East Street Arts, Leeds | May 2011 – June 2012 | Karen Watson, Creative Director |
| The Faceless Company, Wakefield | July 2010 – January 2011 | Bev Adams, Creative Director |
| Theatre Royal Wakefield | May 2010 – January 2011 | Murray Edwards, Chief Executive |
| BEAM, Wakefield | June – December 2010 | Robert Powell & Stephen Dolman, Joint Chief Executives. |
| AiR, Richmond | January – March 2010 | Gillian Howells, Board Member |
| DocFest, Sheffield | June - November 2009. | Heather Croall, Director |
| Kalasangam, Bradford, | May - November 2009 | Dr. Geetha Upadhyaya, Chief Executive and Artistic Director |
| Interplay Theatre Trust, Leeds | April - June 2009 | Dawn Fuller, Joint CEO |
| Rural Arts North Yorkshire, Thirsk | January – July 2009 | Angela Hall, Director |
| Eden Arts, Penrith | January – April 2009 | Adrian Lohead, Director. Commissioned by Arts Council England, North West |
| Development of the Arts Norwich | January – March 2009 | Commissioned by Arts Council England, North West |
| Mid Pennine Arts, Burnley | January – March 2009 | Nick Hunt, Artistic Director. Commissioned by Arts Council England, North West |
| Qdos Dance Theatre, Barnsley (Now Qdos Creates) | 2008 | Angie Taylor, Artistic Director |
| Lumen, Leeds | February – July 2008 | Commissioned by Arts Council England, Yorkshire |
| Rural Arts North Yorkshire | 2007 – 2008 | Angela Hall, Director |
| Sheffield Doc/Fest | 2007 - 2008 | Heather Croall, Director |
| LCAD, Liverpool – No longer trading | 2006 | Commissioned by Arts Council England, North West |
| Lovebytes, Sheffield | 2006 | Janet Jennings, Owner |
| C-Media Productions, Barnsley – no longer trading | 2006 | Paul Slater – Artist, Fabric Lenny / Yvonne Roberts, Photographer |
| Futuresonic, Manchester (Now FutureEverything) | 2005 | Drew Hemment, Director |

East Street Arts, Interplay, Kalasangam, Beam, The Art House, Wakefield Theatre Royal and Rural Arts all own their buildings and a significant part of the work in each case was to assist in the establishment of sustainable business models and make the best use of these assets.

Pieces of work with a narrower focus have been delivered as follows;

| Organisation | Delivery | Dates | Stakeholder consultation | Strategic Visioning – | Statement of Purpose (Mission) | Strategy development | SMART Target definition | Creative commercialisation | Detailed business planning | Financial planning | People planning | Governance Review | Board & Staff Away Days | Leadership coaching | Contact |
|---|--|--------------------------------|--------------------------|-----------------------|--------------------------------|----------------------|-------------------------|----------------------------|----------------------------|--------------------|-----------------|-------------------|-------------------------|---------------------|--|
| Mikron Theatre, Marsden | Strategic Vision | January – February 2014 | | Y | | | Y | | | | | | Y | | Marianne McManara, Artistic Director |
| Chol Theatre | Board Facilitation | February 2014 | | | | | | | | | | | Y | | Susan Burns, Director |
| The Faceless Company, Wakefield | Follow on form strategic touring project, working with communities in Wakefield District to build audiences and increase participation, Snaith, Castleford, Goole, and Pontefract. | September 2013 – February 2014 | Y | | | Y | | | | | | | | Y | Bev Adams, Director |
| Saa-UK, Leeds | Planning Day – Here to Thrive – Catalyst Project | October 2013 | | | | | | | | | | | Y | | Keranjeet Kaur Virdee, Chief Executive |
| AxisWeb, Leeds | Board Away day, welcoming new members and doing some strategic work | October 2013 | | | | | | | | | | | Y | | Sheila McGregor, Director |
| University of Leeds, Creative and Cultural Industries Exchange | Away Day for the 30 strong virtual team operating across two faculties and 10 schools of the University | September 2013 | | | | | | | | | | | Y | | Sue Hayton, Business Development Manager, Cultural and Creative Industries |
| Voluntary Arts, national | Programme to build a business plan to commercialise web resources and information services | May – November 2013 | | | | | | Y | Y | | | | Y | | Kevin Murphy, Chief Officer, Voluntary Arts Ireland |

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| Yorkshire Dance, Leeds | Assessment of the likely commercial viability of one of the Workmoves programme | April – August 2013 | Y | | | | | Y | | | | | | | Wieke Eringa, Director |
| The Castle, Wellingborough | Board Review and planning away day | December 2012 | | | | | | | | | | | Y | | Darren Walter, Director |
| The Quilters' Guild of the British Isles, York | Board Review and facilitation of 3 board away days to diversify thinking and build greater commercial awareness | January & November 2012 | Y | Y | Y | Y | | | | | | Y | Y | | Liz Whitehouse, Director |
| The Art House, Wakefield | Board development and review, strategic planning day | May 2012 | Y | Y | Y | Y | | | | | | Y | Y | | Anne Cunningham, Director |
| Eureka, Halifax | Senior Management Team Visioning | May 2011 | | | | | | | | | | | Y | | Leigh-Anne Stradeski, Chief Executive. |
| Rural Arts North Yorkshire Thirsk | Support in preparation of ACE Partnership submission | November 2010 – January 2011 | | | Y | | | | | | | | Y | | Angela Hall, Director |
| Showroom Workstation, Sheffield | Planning day for senior team | November 2010 | | | | | | Y | | | | | Y | | Ian Wild, Chief Executive |
| The Junction, Goole | Comprehensive staff consultation, one year on from opening and facilitated senior team planning session | September 2010 | Y | | | | | | | | | | Y | | Charlie Studdy, Arts & Leisure Manager Goole Town Council |
| The Art House, Wakefield | Strategic Review and business planning | September 2010 | | Y | Y | Y | Y | | | | | | | Y | Anne Cunningham, Chief Executive |
| Animated Yorkshire | Strategy Day for Network Manager | April 2010 | | Y | Y | Y | Y | | | | | | | | Kath Shakleton |

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| Simorgh Partnership, Midlands | Facilitated a planning weekend for this CLP “Meeting The Challenge” group, made up of Red Earth Theatre Nottingham, Arena Theatre Wolverhampton, Open Theatre Company Coventry, Embrace Arts Leicester. | March 2010 | Y | Y | Y | | | | | | | | Y | | Amanda Wilde, Director, Red Earth Theatre |
| Mid Pennine Arts | Facilitation of board and staff visioning and planning days and review of plans as they developed | 2009 | | | | | | | | | | | Y | | Nick Hunt, Artistic Director |
| Lumen Arts | Facilitation of board and staff visioning and planning day | 2008 | | | | | | | | | | | Y | | Original contacts have moved on. |
| The Pavilion, Leeds | Facilitation of board and staff visioning and planning day | 2007 | | | | | | | | | | | Y | | |
| Eventus, Sheffield | Survival strategy in cash flow crisis and subsequent strategic development | 2006 - 2007 | Y | Y | Y | Y | Y | | Y | Y | | | | | |
| The Art House, Wakefield | Facilitation of board and staff visioning and planning day | 2006 | | | | | | | | | | | Y | | |
| Whitby Musicport | Facilitation of board and staff visioning and planning day | 2006 | | | | | | | | | | | Y | | |
| Business in the Arts North West & ACE, NW | Facilitation of sessions to plan transition from RFO to merger with Arts& Business North West | 2005 | | | | | | | | | | | Y | | |
| Green Room, Manchester | Facilitation of Board and Staff away weekend to develop new strategy and team build | 2005 | | Y | Y | Y | Y | Y | | | | | Y | | |

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| Harrogate Theatre, Harrogate | Facilitation of board away day. | 2005 | | | | | | | | | | | Y | | |
| Vincent Dance, Sheffield | Facilitation of board and staff visioning and planning day | 2005 | | | | | | | | | | | Y | | |
| Full Body and the Voice, Huddersfield | Facilitation of board and staff visioning and planning day | 2004 | | | | | | | | | | | Y | | |
| Northern Ballet Theatre, Leeds | Programme of board development and governance review, including board assessment, facilitation of board away day and support to Chief Executive in implementing planned change/ | 2004 | | | | | | | | | | Y | Y | | |
| Sheffield Independent Film and Television | Facilitation of board and staff visioning and planning day/ | 2004 | | | | | | | | | | | Y | | |
| Redundant Technologies Initiative, Sheffield | Facilitation of board and staff planning day | 2003 | | | | | | | | | | | Y | | |
| The Pavilion, Leeds | Facilitation of board and staff visioning and planning day/ | 2003 | | | | | | | | | | | Y | | |
| Yorkshire Arts Marketing | Facilitation of board and staff visioning and planning day – re Dig Yorkshire | 2001 | | | | | | | | | | | Y | | |
| Yorkshire Youth & Music | Facilitation of board and staff visioning and planning day | 2000 | | | | | | | | | | | Y | | |

Significant Programmes of work commissioned by Arts Council England, Yorkshire

| Title | Dates | Programme outline | Individuals and Organisations involved |
|------------------------------|-------------|---|--|
| Culture Finance (Yorkshire) | 2006 - 2007 | <p>Programme administered by Yorkshire Culture on behalf of Arts Council England Yorkshire</p> <p>A programme of initial diagnostic support was delivered to 16 organisations and a programme of further support to 13 of them. This programme concentrated on BME, women run and disabled organisations across Yorkshire and was focused on;</p> <ul style="list-style-type: none"> ➤ Raising financial awareness amongst organisations that traditionally rely on public funding. ➤ Providing referral and introduction to new and untried sources of finance for these organisations ➤ Assistance with planning and developing more sustainable approaches to development of these organisations ➤ Development of commercial income streams and commercial exploitation of IP ➤ Development of social enterprise and adoption of appropriate legal and operating forms to support this. | <p>Alicia Campbell – Creative Producer Axis, Leeds</p> <p>Corridor Arts, Barnsley</p> <p>Eventus Ltd, Sheffield</p> <p>Full Body and the Voice, Huddersfield</p> <p>Illustrious Creative Education, Leeds</p> <p>The Pavilion - Leeds</p> <p>Pontefract Liquorice Festival</p> <p>Primary Colours, Huddersfield</p> <p>Prom-Prom, Bradford</p> <p>Risky Things, York</p> <p>Rural Arts North Yorkshire, Thirsk</p> <p>Third Angel, Sheffield</p> <p>Tye Dye Arts - Beth Goddard – Now More Productions, Barnsley</p> <p>West Yorkshire Playhouse, Leeds</p> <p>Whitby Music Port, Whitby</p> |
| Culture Finance – early wins | 2005 - 2006 | <p>Programme administered by Arts Council England North West and Arts Council England Yorkshire</p> <p>Diagnostic assessment and support in developing more sustainable plans for the future with 6 BME and women run organisations, each organisation received as a result grants to access further support and resources to assist them in reaching the next step in their organisational development.</p> | <p>Diversity Dance, Huddersfield</p> <p>Mandeep Kandola, Artists and producer, Huddersfield</p> <p>Asian Theatre School, Leeds</p> <p>Kadija George – Writer and publisher of Sable Magazine, Leeds</p> <p>Connected 2, Huddersfield</p> <p>Mango Divine – Carnival Costume Designer, Leeds</p> |
| Access to Finance Plus | 2004 - 2005 | <p>Delivered in conjunction with Arts Council England Yorkshire and Arts&Business Yorkshire.</p> <p>This programme delivered initial diagnostic reports to 8 organisations and ongoing support to 5 – all of whom were BME organisations in Yorkshire. The purpose of the programme was to promote access to finance and raise awareness of planning and financial discipline within these arts and creative organisations.</p> | <p>Fuzzy Felters, Huddersfield</p> <p>Kriti International, Leeds</p> <p>Pan African Arts, Bradford</p> <p>Suga Brown, Huddersfield</p> <p>Leeds West Indian Carnival, Leeds</p> <p>Peter Ronaszeki, Batley</p> |

Mentoring and Coaching

Coaching and Mentoring is at the heart of everything Aperté does. A coaching approach is taken in all strategic projects. The items listed below were specifically contracted as Coaching and Mentoring interventions on a one off basis and are not included in the publicly funded programmes contained in the Mentoring Track Record document

Individual Engagements

| | | | |
|------------------|---|-------------|--|
| Adrienne Niel | Assistant Curator | 2011 | Yorkshire Sculpture Park (now at The Baltic) |
| Jeannette Pratt | Curator of Education | 2011 | Yorkshire Sculpture Park |
| Sharon Watson | Clore Fellow now Artistic Director | 2008 | Phoenix Dance, Leeds) |
| Madani Younis | Director (now Artistic Director of the Bush Theatre) | 2008 | Freedom Studios |
| Deborah Andersen | Head of Communications (Now Freelance) | 2007 – 2008 | Tyne & Wear Museums |
| Paul McLaughlin | Clore Fellow (now General Manager Eden Court Theatre Inverness) | 2007 | Clore Fellowship Programme |
| Anna Reid | Director | 2005 - 2006 | Art House Pavilion Leeds |
| Carlotta Goulden | Director | 2004 | S-T-R-E-T-C-H |
| Tessa Gordziejko | Director (now Director of imove arts Ltd) | 2002 – 2003 | Arts&Business Yorkshire |
| Suzy Hargeaves | Director(now Chief Executive Internet Watch Foundation) | 2001 – 2002 | Yorkshire Arts Marketing now Audiences Yorkshire |
| Jan Hinde | Director(Now based in New Zealand) | 1999 – 2000 | Yorkshire Youth & Music (engagement resulted in A&B Yorkshire Skills Bank Award in 2002) |
| Maureen Jordan | Administrative Director | 1996 – 1997 | IOU Theatre |

Leadership Development

| | | |
|--------------------------------------|---------------|--|
| Cultural Leadership Programme | 2007/8 | Lead bidder and co-designer and deliverer for programme delivered under the Powerbrokers strand of the Cultural Leadership programme. A national programme of Leadership Development Days delivered in 10 locations across England to in excess of 200 BME individuals in leadership positions in the arts, creative industries and heritage sectors to develop their understanding of leadership and their own skills. Programme delivered in partnership with People Create and a range of Yorkshire based associates. |
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