



A business plan for action 2017-2020 Summary

Introduction

ArtWorks Alliance is a network of organisations and individuals (its 'partners') working strategically to develop participatory arts practice. It was formed in 2015 as a swift response to the recommendation from the Paul Hamlyn Foundation Special Initiative ArtWorks that the participatory arts sector should 'share and learn from one another's experience' to better represent the interests of everyone working in this field.

Context and need

Participatory arts in the UK is frequently cited as being world class, yet in terms of finances, influence and position it often struggles to gain its rightful place. It is largely a local activity for local communities, which needs championing and developing at national level. And it needs to practise, at strategy level, the participatory ethos of its work on the ground.

Vision

Better participatory arts work

Aim

To enable those with strategic interests in the development of participatory arts to come together to work on problems that cannot be solved by any one of us working alone, or to join forces to exploit opportunities in ways that would be richer than each of us working separately.

Our values

We:

- work through mutual support
- collaborate to make our collective voice heard
- seek solutions that celebrate differences as well as similarities
- develop and disseminate knowledge
- act as thought leaders in the sector, enhancing its strategic direction
- embrace risk in challenging the status quo

Our objectives

We will address our aim through three interlinked objectives, to:

- build a strategic, partnership network with a leadership model that encourages decisive collective action
- enable the partners in the network to come together to create and run strategic activities
- enable partners and others to share ideas and deep thinking, and to influence arts and non-arts sectors

Those objectives require:

- enabling partners to understand and accept their ownership of the network
- developing the network's communications so that it is fit for purpose
- increasing partner numbers
- positively influencing policy or practice with consistent and persistent external communications
- disseminating key understandings of participatory arts, and building further knowledge about the arts sector

Our structure

To deliver our aim, our structure needs to be a collaborative network of partners. ArtWorks Alliance is not an organisation. Its legal form is that of an unincorporated association. Its governance and management has three elements:

- The **Leadership Group** is a group of partners (including the rotating chair) who have the ultimate oversight of and responsibility for ensuring AWA meets its objectives
- The **Forum** is the regular meeting of the partners, where our aim is formally enacted
- The **Rotating Chair**, drawn from the partners, chairs forum meetings and ensures progress on action points arising.

The Alliance is supported by contracted Secretariat and communications management 'backbone' support. Partners sign up to a Working Agreement and we have protocols for the Leadership Group, activities and partner induction.

Activities

Most of AWA's activities are carried out by groups of its partners who come together to develop and improve specific issues in participatory arts. These are currently:

Quality	Partner recruitment
Sharing Services	Advocacy
Research	Marketing
Events	Digital participation
AWA Digital (website, newsletters, social media etc)	Growing the market (Spotlight Activity)
Fellowship (Spotlight Activity)	

Timelines and targets

The period October 2017 to March 2019 is being resourced through funding from Paul Hamlyn Foundation and partner contributions.

Alongside the activities listed above, partners are working on the future sustainability of delivering the vision: better participatory arts work.

The following **Key milestones chart including targets** summarises our delivery, the achievement of which is monitored, reported and reflected on at each Forum meeting.

Outputs, outcomes and impacts are disseminated through our newsletter, website, social media, partner networks and other targeted channels.

ArtWorks Alliance October 2017 to March 2019

Key milestones chart including targets

Area	2017/18 Forum 3 Oct 17	Forum 4 Feb 18	2018/19 Forum 1 May 18	Forum 2 July 18	Forum 3 Oct 18	Forum 4 Jan 19	2019/20 Forum 1 March/April 19
Leadership group	Established	TOR/protocol approved					
Activities	Spotlights agreed	Protocol approved	Five new activities started, including two Spotlights			Three new activities started, including two Spotlights	
Partner induction	Re-induction completed	Protocol approved					
Partner recruitment		Target list & agents agreed	20 partners			25 partners	
Communications & marketing			1450 newsletter subscribers 380 ave. weekly website users 135 ave. monthly Knowledge Bank page views Three article placements		1500 newsletter subscribers 500 ave. weekly website users 150 ave. monthly Knowledge Bank page views Three further article placements		
Objectives reflection framework		Initiated			Delivery on track with any mitigating actions		
Protocols (where not listed elsewhere)	Working agreement approved			Five completed and in use			
Sustainability activity		Initiated		Report on 'backbone' support needs being acted on. Report on baseline activity limits being acted on.		Recommendations discussed by partners, with decision re future	Baseline budget secured or new way of working initiated, with plan developed