



Brief:

Consultant Director, ArtWorks Alliance

ArtWorks Alliance is looking for an exceptional leader for its next phase of development.

This new part-time role will help the Alliance to increase profile, presence and impact, expand membership and improve longer-term sustainability.

Deadline for proposals:
Thursday 18 August 2016

1. Background and context

ArtWorks Alliance is a recently formed body and ‘umbrella’ for organisations with strategic or developmental interests in any branch of participatory arts, including community arts, socially-engaged arts, voluntary arts, and arts in education and learning.

Membership covers all artforms, ways of working, and purposes of the work. Current members are: a-n, Artquest, ArtWorks Cymru, ArtWorks London, ArtWorks Scotland, ArtWorks North-East, Axisweb, engage, National Association of Writers in Education (NAWE), People Dancing and Sound Sense - who between them represent some 25,000+ participatory artists.

By bringing together a wide range of organisations and activists to work collectively, through a ‘Working Agreement’, ArtWorks Alliance intends that the participatory arts will have a more powerful voice – persistent and consistent in its messages. By sharing best practice, especially across art forms, participatory arts work will be of better quality. Pooling knowledge will increase efficiency. By collaborating on joint projects, drawing on members’ specialist expertise, the sector will grow stronger, bigger and faster. See www.artworksalliance.org.uk

ArtWorks: Developing Practice in Participatory Settings began in 2011 as a Paul Hamlyn Foundation Special Initiative to support the continuing professional development of artists working in participatory settings, with funding and support from the Arts and Humanities Research Council, Creativity, Culture & Education (supported by Arts Council England) and the Cultural Leadership Programme.

It was a workforce scheme that sought to meet the needs of artists at different stages in their careers - from the aspiring young artist embarking on training, to experienced practitioners who wished to progress their output. It sought to build on good practice to enhance the existing development infrastructure.

Special Initiative funding ended in March 2015, though partners remain committed to delivering ArtWorks legacy activity under the ArtWorks brand. Paul Hamlyn Foundation is supporting this transition of leadership of ArtWorks – including ArtWorks Alliance - to the sector and is funding a number of legacy projects. See www.phf.org.uk

ArtWorks Alliance is a response to the recommendation from ArtWorks, a Paul Hamlyn Foundation Special Initiative, 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.

2. Progress and planned activities

ArtWorks Alliance is delivering its activities through a series of *Action Groups*, each championed, developed and brought to market by a group of members of ArtWorks Alliance. Examples include: growing the market for participatory arts; promoting the use of quality frameworks and tools; finding better ways of influencing policymakers; sharing practice at a large-scale convention; and developing a useful community of practice online. ArtWorks Alliance interfaces with the other ArtWorks Legacy Projects funded by the Paul Hamlyn Foundation and provides 'glue' to bind this inter-connected activity together.

Susanne Burns is Acting Executive Chair of ArtWorks Alliance until September 2016, and will continue to support Alliance as part of her PHF Advisory role on all ArtWorks legacy projects, but will cease to be involved in delivery once the new Consultant Director is in place and the transition is complete. The ArtWorks Alliance Forum will appoint a meeting Chair on a rotating basis from September onwards.

Development funding totaling £111,000 for 2015-17 has been provided by Paul Hamlyn Foundation, to develop the structure and sustainability of ArtWorks Alliance, including a new digital presence and archive, and a connected events programme (see Appendix One). Detailed progress is outlined in the attached draft Business Plan. Creative Scotland has funded a Manager post for Scotland. Current activities are to be complete by July 2017.

A copy of the **draft ArtWorks Alliance Business Plan 2016 – 2018** is enclosed in Appendix Two. This is provided as supporting material for those considering applying for the role of Consultant Director. It is work in progress and is not for onward distribution.

3. Reference materials

The **ArtWorks Final Report** can be found at
<http://artworksalliance.org.uk/wp-content/uploads/2015/03/ArtWorks-Reflections-on-developing-practice-in-participatory-settings.pdf>

The **ArtWorks Call to Action** can be found at
<http://artworksalliance.org.uk/wp-content/uploads/2015/03/ArtWorks-A-call-to-action.pdf>

ArtWorks: a view from funders can be found at
<http://artworksalliance.org.uk/wp-content/uploads/2015/03/ArtWorks-A-view-from-funder-March-2015.pdf>

The **final evaluation report** of ArtWorks can be found at
<http://artworksalliance.org.uk/wp-content/uploads/2015/03/ArtWorks-Evaluation-Final-Report-Executive-Summary.pdf>

Other ArtWorks publications are available online at
<http://artworksalliance.org.uk/publication-library/>

4. The role

This is a moment for ArtWorks Alliance to make a step-change for the participatory arts. The Consultant Director will lead ArtWorks Alliance through its next phase of development, helping to increase profile, presence and impact, expanding the membership and improving longer-term sustainability.

The successful candidate will be able to demonstrate significant experience of working at a senior level within participatory arts. Given the nature of the work and the requirement to develop relationships with a range of stakeholders, this work should be undertaken by an individual rather than an organisation or team of consultants.

The contract to undertake this role is offered for a fixed period, on a part-time basis, to the end of July 2017. As an indication, we would expect 50-60 days' contact time.

The Consultant Director will work alongside a delivery team of part-time and occasional consultants and suppliers, including a part-time freelance Communications Manager, an Evaluation Consultant, and an Event Manager for the ArtWorks Alliance Convention. A small support group drawn from the membership exists to support the Consultant Director on day-to-day matters. Action Groups are led by individuals also drawn from the membership.

The **scope of works** inhabits the realms of leadership, membership, communications and sustainability, including:

- Taking a lead role in public representation of ArtWorks Alliance and advocacy for participatory arts practice on behalf of the Alliance
- Provide leadership and drive for the overall strategic direction and current commitments of the Alliance through: identifying and agreeing policy objectives; reviewing and preparing a business plan; and achievable activity targets
- Ensuring the members of the Alliance undertake their responsibilities and agreed duties diligently and that through this the Alliance functions effectively in achieving its stated ambitions now and in the future
- Leading on identifying and recruiting new Members of ArtWorks Alliance, overseeing sign-up processes, welcomes, introductions and orientation
- Bring Members and others operating within participatory arts together, virtually and physically, to share and progress the work of the Alliance
- Overview of external and internal communications, contributing and creating content as required for digital distribution in association with the Communications Manager
- Overview of evaluation and critical appraisal of ArtWorks Alliance (structure, leadership, operations, activities) in association with the Evaluation Consultant
- Briefing and providing leadership for the Artworks Alliance delivery team
- Identifying and acting on opportunities for income generation and fundraising to support future ambitions.

Deliverables and outcomes through this role:

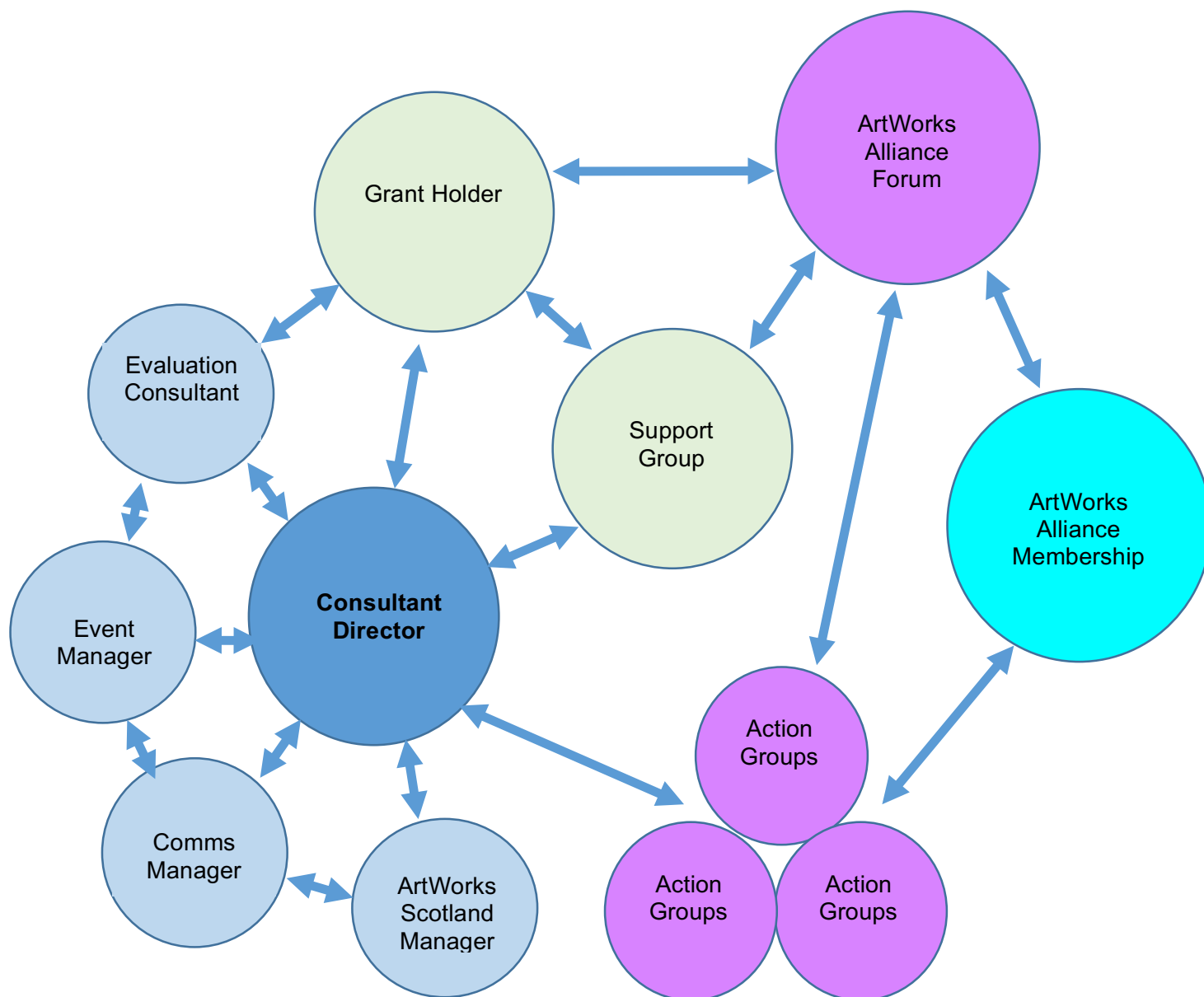
- Participation in Action Groups as appropriate, maintaining contact with participating members, tracking development and taking action to maintain focus and progress
- Commission written 'thought leadership' provocations that reflect the ambitions of the Alliance and that will contribute to web presence and events
- Lead the programming and delivery of a Convention event in April 2017 to include the appointment of an Events Manager
- A refreshed business plan, with supporting operational plans as required, that has buy-in from members
- Implementation of effective communications to reveal the work of the Alliance
- Relaunching a newly built website, digital archive and appropriate/consistent social media presence
- An events programme for 2017/18, including Forum meetings and events being presented by Alliance members
- Increasing membership of the Alliance to at least 25 members
- Identification of funding targets, and submitting at least one funding application
- Advising the Grant Holder about progress, opportunities and risks; providing written reports for funders and stakeholders.

Those tendering for the role should be able to demonstrate an ability to:

- Inspire and motivate others with their vision, whilst keeping their feet on the ground and welcoming the challenge of balancing visionary aspirations with practical realities
- Identify critical issues, principles and key players in developing strategies that move projects from a conceptual stage through to their successful implementation
- Listen well, taking account of diverse viewpoints and successfully bring people together to work on projects positively and collaboratively
- Communicate persuasively, using language that reflects inclusivity
- When appropriate, be contentious, provocative and challenging, but always in non-aggressive ways
- Build networks with external stakeholders and be comfortable adopting a flexible approach to partnerships and distributed leadership.

ArtWorks North East/ArtWorks-U will be hosting **Interface...a symposium for arts, participation and Higher Education**, comprising an ArtWorks Alliance Forum meeting on 6 September, followed by a sharing day on 7 September. Both will take place at the National Glass Centre, Sunderland. The sharing day will look at HE provision, sharing and highlighting practice in a range of modules, courses and online provision. There will be presentations from HE providers and partners from the North East and beyond plus discussions about the use of MOOCS (Massive Open Online Courses) in the sector. Ideally, the appointed Consultant Director will be available for this event.

5. Organisational structure and relationships



Functions:

Membership: all members of AWA, meets informally at events

Forum: drawn from Membership, manages business, activities and direction of travel. Meets three times per year in person, three times virtually

Support Group: 4-5 members drawn from the Forum, provides day-to-day support, Grant Holder always a member

Action Groups: leads and delivers collaborative activities, reports to Forum, drawn from Membership

Grant Holder: reports to funders and Forum, issues contracts, acts as banker (currently People Dancing)

Event Manager: engaged to manage and coordinate the AWA Symposium, April 2017

Comms Manager: delivers regular internal and external comms, social media, online archive

ArtWorks Scotland Manager: coordinates meetings in Scotland, carrying out research into future options

Evaluation Consultant: provides an outside eye and is a critical friend

6. How to Apply

Terms of the contract:

- Offered on a part-time Contract for Services basis, flexible to suit both the needs of the project and the contract holder
- The successful candidate will provide their own office base and facilities, and will hold appropriate insurances (ArtWorks Alliance activities are insured via the grant holder)
- A fixed fee of £20,000 (inclusive of VAT) plus agreed travel is available
- Completion by July 2017, start date to be mutually agreed but ideally September 2016
- The contract will be issued and managed by People Dancing as grant holder on behalf of ArtWorks Alliance. Additional budget allocations are available for the Convention and commissioning activities, by agreement with the grant holder.

To apply, please submit a written proposal by 5pm on Thursday 18 August 2016 to include:

- Your approach to undertaking the consultancy, including details of your previous relevant experience, of up to six pages of A4 including any covering letter
- Your CV
- Details of two referees.

Submissions should be sent to Susanne Burns, Executive Chair of ArtWorks Alliance by email to artworksalliance@communitydance.org.uk

If we wish to invite you to further discuss your proposal, please note that this will take place in Leeds on **Friday 26 August**.

We intend to confirm invitations with applicants on Friday 19 August. Reasonable travel costs will be reimbursed.

ArtWorks Events 2016

ArtWorks Scotland Forum for Practice Development

The ArtWorks Scotland Forum for Practice Development is a new strategic network for those supporting artists and developing the field of participatory arts in Scotland. The forum builds on the research undertaken by ArtWorks between 2011 and 2014, provides a platform for increased connectivity and ongoing practice development, and links into UK developments through the ArtWorks Alliance. The next two meetings are:

Wednesday 24 August, 12.30-16.00, hosted by The Stove Network, 100 High Street, Dumfries. Matt Baker, Director, The Stove, will talk about the role of Participatory Practice in shaping 'Place' based narratives, including a discussion on the topic. Chrissie Ruckley, Creative Scotland, will talk through the new Creative Scotland Quality Framework for Participatory Arts.

Tuesday 22 November 12.30-16.00, hosted by Aberdeen City Council Creative Learning Team at The Anatomy Rooms, Queen Street, Aberdeen. For further details about the forum and how to be a part of the conversation contact Hilary Nicoll, ArtWorks Alliance: Scotland Project Manager at hilarynicoll@hotmail.com

Interface...a symposium for arts, participation and Higher Education 6-7 Sep 2016, National Glass Centre, Sunderland

ArtWorks North East/ArtWorks-U will be hosting the ArtWorks Alliance Forum meeting on 6 September, followed by a sharing day on 7 September. The sharing day will look at HE provision, sharing and highlighting practice in a range of modules, courses and online provision. Includes presentations from HE providers and partners from the North East and beyond, discussions about the use of MOOCs (Massive Open Online Courses) and presentations about new ways of working in the areas of careers and employability. Parts of the event will be recorded and broadcast/podcast as part of the ArtyParti programme about participatory arts in Sunderland and the North East which goes out weekly on Spark FM and www.artworks-u.org.uk - for further information please email caroline.mitchell@sunderland.ac.uk

ArtWorks Cymru Conference

29-30 November 2016, The Metropole Hotel, Llandrindod Wells

The second ArtWorks Cymru Conference will take place on 29 and 30 November in Llandrindod Wells in association with Dawns Powys Dance. The conference provides a space for the participatory arts sector in Wales to come together and reflect on practice and recent projects. Practical sessions will be led by ArtWorks Cymru associates, including ArtScript and Prison Arts Network Cymru, Wendy Key Bright from Cognis, and ArtWorks Fellow Ruth Evans. Discussion sessions will explore what we have achieved as a sector, where we need to go next, and the ArtWorks Cymru Quality Principles. Sign up details will be available at www.artworks.cymru from early September 2016.

Become a Member of ArtWorks Alliance

- Do you work at a strategic level representing and supporting participatory arts?
- Do you want to work collaboratively to generate real long-term impact on the participatory arts sector?
- Do you want to work together collaboratively to strengthen and advocate for the sector in the UK and on an international platform?

Contact Hilary or Chris to discuss joining us on the journey at artworksalliance@communitydance.org.uk



OUR MISSION...

Is to foster cross-sector collaboration for the strategic development of the participatory arts in the UK.

@ArtWksAlliance
www.artworksalliance.org.uk

ArtWorks Developing Practice in Participatory Settings
phf Paul Hamlyn Foundation

ArtWorks Alliance is a new body for participatory arts in the UK. The Alliance brings together organisations with strategic or developmental interests in any branch of the participatory arts, including community arts, socially engaged arts, voluntary arts and arts in education and learning.

ArtWorks Alliance provides a common meeting ground for knowledge exchange and the joint promotion of activities. Find out more at:

www.artworksalliance.org.uk

ArtWorks Alliance
Business Plan 2015 - 2018

Draft May 2016

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Introduction

ArtWorks: Developing Practice in Participatory Settings began in 2011 as a Paul Hamlyn Foundation Special Initiative to support the continuing professional development of artists working in participatory settings, with funding and support from the Arts and Humanities Research Council, Creativity, Culture & Education (supported by Arts Council England) and the Cultural Leadership Programme.

It was a workforce development scheme that sought to meet the needs of artists at different stages in their careers - from the aspiring young artist embarking on training, to experienced practitioners who wish to progress their output. It was seeking to build on good practice to enhance the existing development infrastructure.

Special Initiative funding ended in March 2015, though partners remained committed to delivering ArtWorks legacy activity under the ArtWorks brand. Paul Hamlyn Foundation are supporting the transition of leadership of ArtWorks to the sector and are funding a number of legacy projects.

Among these legacy projects, a new body for participatory arts, ArtWorks Alliance was formed in 2015.

ArtWorks Alliance was a swift response to the recommendation from 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. It built on the ArtWorks Navigator partnership and founder members were also drawn from the the remaining pathfinders. It responds directly to the *Call for Action* published by the Paul Hamlyn Foundation.(PHF) in March 2015.

The project was awarded seed-funding of £75,000 for 2015-17 by PHF.

This business plan covers the period 2015 – 2018 demonstrating how the project will be sustainable beyond the period of the seeding grant.

Context and Need

ArtWorks was a success. It brought together the widest range of those involved in arts in participatory settings ("participatory arts" hereafter) ever. It surfaced issues of commonality and of difference across a sector widely criticised for its fragmentary nature. It produced original, pragmatic, research in a field under-researched; developed universal frameworks for quality; created communities of practice for debating about and advocating for the practice; and much more. And crucially, it created a strong desire to continue the work.

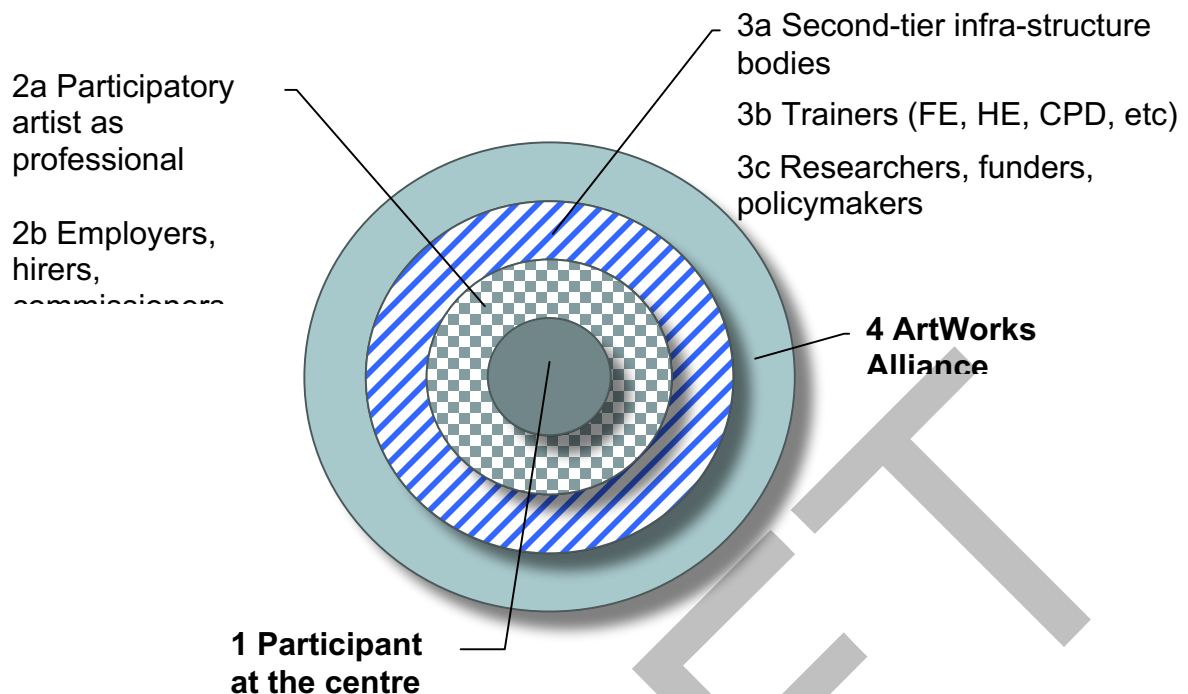
ArtWorks has shown that the "growth, value and status of the sector [can] be enhanced immeasurably" (Burns 2014) but that this requires "collaborative working between employers, artists, further and higher education providers."

To maximise the gains of the last three years of collaborative working by and across the continuing programmes to make those enhancements, and to make them stick, requires the following actions:

- Recommendations and tools developed to date need to be rolled out across the sector, to help reduce inefficient fragmentation and to ensure that the learning does not become yet another of those things we forgot to remember. And the assets created to date need to be continually available. All this will maximise the investment already made in ArtWorks.
- There are opportunities, especially in England, to build on the existing brand through a newly invigorated alliance involving more artforms and settings, more geographic areas, and linking more coherently with activities not so far part of the ArtWorks family.
- ArtWorks is ready to exploit what it has learned to start building the market for participatory arts (Tambling 2014).
- The continuing programmes would welcome a mechanism for continuation of their collaborative activities.

However, to achieve change that sticks will be slow. This is because

- The point of participatory arts is the participant.
- Participants are served by artists and their commissioner or hirers ("frontline" organisations). Because participatory arts is a localised activity the frontline is fragmented and isolated so "rolling out recommendations", or "sharing learning to date", or "building markets" at best happen inefficiently, at worst not at all.
- Frontline artists and organisations may be supported by "umbrella" bodies (aka second-tier or infrastructure bodies) focused on artforms (with reasonable but not complete spread) or purpose or geography (less comprehensive coverage). Other supporters of the frontline (trainers [of all sorts, including HE and FE, and CPD] evaluators, policymakers) are also very fragmented. The potential for maximising good practice is lost.



ArtWorks Alliance (AWA) proposed a solution to this in the form of a “third-tier network” (Harker and Burkeman 2007).

AWA, as a “third-tier” body, brings together those fragmented supporters of the frontline. Working together, solving identified problems, creating economies of scale; the members of AWA form a critical mass delivering change, sharing knowledge efficiently; and influencing policy and practice. In short, they produce more, and better, outcomes for frontline services than they would do working separately.

This is a **new way of working** through a participative third tier network. This is incremental and takes a model used elsewhere by the **Music Education Council**.

MEC (www.mec.org.uk) describes its working method as acting "as a medium for bringing together in a working relationship those organisations and institutions in the United Kingdom involved in music education and music education training, thereby creating a common meeting ground and opportunities for the exchange of information and the promotion of joint or connected activities."

MEC linked a survey of members' concerns with overarching priorities from the chair to create five "action groups": each convened by a member; covering events of the moment (GCSE reform, music education hubs, etc); these action groups are expected to create change. The action groups are a voluntary activity: people join them because of the value of those strategic wins; and people want to lead them because they feel particularly passionately about the subject.

At its best, MEC is generously sharing and practically developmental: a doing shop not a talking shop. It actively practises subsidiarity.

Vision, Mission, Aims and Objectives and Values

ArtWorks Alliance is the UK umbrella for organisations with strategic or developmental interests in any branch of participatory arts, including community arts, socially-engaged arts, voluntary arts, and arts in education and learning.

Membership covers all artforms, geographic areas, ways of working, and purposes of the work. ArtWorks Alliance is needed because of the fragmentary nature of the participatory arts sector. As a result, the work is undervalued by funders and policy-makers, activity is less well developed than it could be, and practice can be inefficient with much reinvention of the wheel.

By bringing together a wide range of organisations and activists to work collectively, the sector will have a more powerful voice – persistent and consistent in its messages. By sharing best practice, participatory arts work will be of better quality. Pooling knowledge will increase efficiency; by collaborating on joint projects and drawing on members' specialist expertise, the sector will grow stronger, bigger and faster.

ArtWorks Alliance seeks to foster cross-sector collaboration for the strategic development of the participatory arts in the UK.

Our vision is: this needs input from members – what will success look like?

Our Values

- Mutually supportive
- Collective voice heard through collaboration
- Solutions that celebrate differences as well as similarities
- Positioned as thought leaders in the sector; develop and disseminate knowledge
- Enhancing the strategic direction of the sector
- Embraces risk in challenging the status quo

The *aim* of AWA is to provide second-tier or umbrella participatory arts bodies with a common meeting ground for knowledge exchange and the joint promotion of activities. This will ultimately benefit participants in arts activities.

We will address that aim through two interlinked *objectives*: building a third-tier network with a membership and leadership model that encourages decisive collective action; and enabling members of the forum to take responsibility for delivering “workpackages” activities.

We aim to:

- Provide second-tier or umbrella participatory arts bodies with a common meeting ground for knowledge exchange and the joint promotion of activities.

We will do this through:

- Building a third-tier network with a membership and business model that is clearly articulated and understood
- Facilitating and driving decisive collective action on a series of workpackages to be delivered by
- members on an ongoing basis.
- Increasing the membership base to 22 organisations by March 2017.
- Increasing the quality of participatory artist's work as measured through expert witnesses on
- an ongoing basis.
- Positively influencing policy or practice
- Developing funding streams for collectively planned programmes of work that will enhance the practice
- Increasing participatory artists' knowledge and understanding of the value of quality tools as
- measured through uptake reported by members.
- Meeting members' needs in developing participatory arts
- Influencing practice debates both within the membership and further afield

Activity Plan

ArtWorks continuation

AWA will take responsibility for any appropriate continuation work following the end of ArtWorks as a PHF Special Initiative.

We will:

- Hold the identity and look and feel to promote recognition
- Be the repository for the archive of learning
- Maintain a feel of the original gatherings within forum meetings
- Continue the tradition of sharing learning and activity
- Lead an event in 2016 to share learning from the planned 2015/16 micro-commissions

Cross-programme collaboration

While all members will be encouraged to collaborate on activity and share learning, there is particular activity planned by the continuing ArtWorks programmes which, following the model of the original pathfinders, is invaluable to share and build from.

Advocacy

AWA will lead a programme of advocacy work for the sector.

We will:

- Help members to act with a voice that is persistent (regular, not fragmentary) and consistent (telling the same tales, though not necessarily a single tale);
- Provide a mechanism for coordinating members' advocacy activities;
- React rapidly where necessary to announcements affecting participatory arts;
- Develop and coordinate advocacy activities;
- Be responsible for ensuring dissemination of practice documentation, research and evaluation findings as well as of advocacy materials.

Work Packages

We will develop a series of work packages that build on ArtWorks activity to date. Members are likely to bring to AWA further activities they want exploring through collaborative action. We will consult members on their priorities for action, and support them in developing and delivering further work packages of practical change-making actions.

Members will lead on specific work packages which are clearly timed and will report on progress at Forum meetings.

Indicative work packages include:

Research

We will build on the research activities which have been a powerful tool in ArtWorks by bringing researchers and AWA members together in a research network to explore both policy (eg how can grass-roots practice best influence policymakers' decisions?) and delivery issues (eg what work is like for participatory artists, how it happens, and how it can happen more). This workpackage depends on a successful application to the ARHC Research Networking Scheme

Growing the market

Participatory arts is still a relatively small profession, and we know (dha, 2014, Consilium 2013) that both artists and employers would like to do more of it. This work package will carry out a small scoping study into the potential for and barriers to market growth, and make recommendations.

Quality

This workpackage will roll out the quality tools developed by the original ArtWorks Navigator: NOS, CoP and (depending on the results of current research) CPD Credit System through a marketing campaign and access to the materials on the portal. It will also develop and coordinate the work on Quality Frameworks under development in Creative Scotland and with ArtWorks Cymru.

Careers and Employability

This work package has set an objective to increase the support available to the HE sector to raise awareness of participatory arts careers and pathways amongst existing and potential students. It is exploring potential outcomes including the possibility of links between Barbican Guildhall's 'Connecting Conversations' and University of Sunderland's 'Critical Conversations' programmes. Barbican/Guildhall hosted a fruitful first meeting in January 2016.

Events Programme

Forum Meetings: Quarterly Forum meetings create the opportunity for members to come together to share progress and plan. Work packages will be reported on and developed, Alliance business progressed and future strategy discussed. The meetings will be chaired on a rotating basis and hosted by members across the UK.

Virtual Meetings and events will also take place using an on line tool to support work package development and share knowledge.

Welcome events attached to these Forum meetings provide the opportunity for local networking and cultivation of new members.

Sharing Days and Symposia:

These events will be open to non members and will provide the opportunity to share the outcomes of working groups and projects.

In 2016/17 these events will be:

- A sharing day in May 2016 on the PHF development grants in Glasgow

- A sharing day in September in Sunderland to share learning on HE provision, sharing and highlighting practice in a range of modules, courses and online provision. There will be presentations from HE providers and partners from the north –east and beyond, discussions about the use of MOOCS (Massive Open Online Courses) in our sector and presentations about new ways of working in the areas of careers and employability.
- A symposium in London in January 2017 on employers and artists working together to develop new ways of developing skills. This event will also highlight the learning from the ArtWorks Fellowships programme.

ITAC3 will take place in Edinburgh in August 2016 providing an international dimension to the events programme.

Member Events will take place across the UK and will be cross marketed through ArtWorks Alliance in a brochure. For example, Art Works Cymru have a conference in November 2016

Convention: The success of People Dancing's international festival in 2015 suggests that a combined-art participation conference might attract upwards of 500 delegates. This workpackage will seek funding to deliver the first participatory arts convention before the end of 2016-17.

The Convention will take place in April 2017 and will use the digital platform to follow up the ArtWorks legacy programme in both physical and virtual forms. It will:

- Create a platform for Thought Leadership through keynotes and provocations, and a possible publication; the website would act as the distribution/engagement route for these
- Bring at least 350 artists and organisations across art forms together to connect and share practice, engage with exceptional speakers and take part in practical professional development
- Understand and counter the barriers – time, money, location – that prevent individual artists engaging, for example offering preferential fees, digital broadcast, access support for disabled artists, with a possible repeat of 100 conversations in diverse locations
- Explore the appetite for future events, and whether there is demand to establish this kind of event as a biennial feature of the participatory arts calendar.

Marketing and Communications

Brand Collateral Transfer

On 1st August 2015 the assets from ArtWorks will be transferred by Paul Hamlyn Foundation to ArtWorks Alliance (led by People Dancing). A deed was created to establish the terms of the transfer of ArtWorks assets from PHF to the ArtWorks Alliance.

The assets, information and intellectual property transferred were as follows:

Website: The ArtWorks website (www.artworkspfhf.org.uk) will transfer to the ArtWorks Alliance who will be responsible for changing the web domain and maintaining it post transfer. PHF will be responsible for making changes to the website prior to the transfer including updating the about ArtWorks pages, redirecting the subscription button and updating the header and footer of pages to incorporate the new logo and ArtWorks credit line. The PHF main website will retain a link to the ArtWorks website.

Twitter: The ArtWorks twitter account (@artworkspfhf) will transfer to the ArtWorks Alliance who will be responsible for changing the twitter handle and maintaining it post transfer.

Publications: Whilst operating at PHF, ArtWorks have developed a wide range of publications and digital resources. These will be transferred to ArtWorks Alliance. All publications produced under the ArtWorks initiative were developed within the principles of 'Open Source' with the intention to make all reports, evaluations, tools and resources that result from the project freely available to anyone. ArtWorks publications fall under two categories, those directly commissioned by PHF on behalf of ArtWorks and those produced by PHF funded ArtWorks pathfinder partners.

Photographs/image bank: ArtWorks did not directly commission photos, though pathfinders submitted images to a shared image bank and gave PHF and other pathfinders the rights use the photos without seeking additional permission. This existing image bank needs to be transferred from PHF to ArtWorks Alliance.

ArtWorks mailing list: The ArtWorks mailing list was transferred to ArtWorks Alliance with an 'opt out' option (so as to retain the majority of subscribers).

Logos: Prior to transfer the ArtWorks logo was updated to remove the PHF Special Initiative reference. This is the logo that ArtWorks Alliance and other ArtWorks funded projects can use from now on. This has removed the link of PHF funding to the ArtWorks initiative and allows ArtWorks Alliance to grant third parties future use of this logo.

In design templates: ArtWorks case study template and briefing template using InDesign were developed. These were transferred to ArtWorks Alliance, giving them the option to use this. PHF updated templates to incorporate the new ArtWorks Logo (sans PHF special initiative funding strapline) prior to transferring these.

PHF required that ArtWorks Alliance provide a statement on their website, in any publications and on press releases to acknowledge the historical origins of ArtWorks, that ArtWorks Alliance keep the assets developed by ArtWorks publically accessible and that

the website domain name and twitter handle are renamed on transfer from PHF to ArtWorks Alliance to remove the 'PHF' from titles.

PHF also held some funds for developing the ArtWorks digital platform further and any funding for ArtWorks Alliance to develop their digital platform was to be negotiated outside this agreement.

Communications Objectives

- To raise awareness of ArtWorks Alliance across the UK and internationally via a joined up Events workpackage, external newsletter campaign, bespoke web-site and social media presence;
- To connect directly with second tier and third sector organisations, commissioners, funders, and artists raising awareness of ArtWorks Alliance project aims and resources;
- To ensure a clear line of communication between ArtWorks Alliance and its membership and ArtWorks Alliance outwards via regular, informative and focussed e-newsletters;
- To share research;
- To promote best practice and develop the debate around next practice both within the sector and with non-sector organisations;
- To raise awareness of the project aims amongst employers and other host organisations, encouraging ownership and a sense of connection;
- To recognise and celebrate the difference that artists and creativity can make in a wide range of participatory settings.

Our Audiences

- Our primary audiences are **second tier participatory arts and other third sector organisations** that are either currently, or aspire to be, working with each other to generate new knowledge for the sector;
- We want to raise awareness of the project and its aspirations with **policy makers** and to create the right conditions to allow outcomes to be embedded in future policy and practice;
- We want to speak to **Higher and Further Education Institutions** who are currently providing training in working in participatory settings, and their research community in part via our curated archive;
- Current and potential **employers** in sectors including education, community/public art, the criminal justice system, healthcare, older people, people with disabilities and learning difficulties;
- **Funders and partner organisations** also have a key role in the success of the initiative and its long term sustainability;
- The **media** are key to raising profile and awareness of the initiative and helping to increase understanding of the value of artists working in participatory settings.

Our Key Messages

- There is a great deal of power in collaboration – we need to work together with sector and non-sector partners to develop new cutting edge knowledge that will strengthen the participatory arts;
- New knowledge will strengthen the potential for invigorated, informed and ambitious strategic possibilities in the sector – we want to expand its boundaries for artists, organisations, commissioners and partners;
- The participatory arts make an important economic and social contribution to our society. Artists create empowerment and life changing experiences for those they work with.

Internal and External Communications

Online, social media and e-campaigns will be the main communications focus for the project, building on the existing ArtWorks web-site and through utilisation of its database inherited by this project. The ArtWorks Alliance Twitter account will allow for easy notification of updates and developments from the membership and the project will produce an internal and an external monthly newsletter, the latter addressing the wider sector.

Internal communications between Alliance members will be achieved through the following:

- Monthly updates
- Email
- Quarterly Forum meetings

External communications with our varied audiences will be achieved through the following:

- Monthly e-newsletter
- Web site
- Programme of events and Brochure
- Welcome events linked to Forum meetings
- Press Releases
- Twitter
- Membership Print

Digital presence

We will seek to secure additional funding from PHF to create a strong digital presence for ArtWorks Alliance that will support the programme of work, our members and the audiences we seek to reach. We aim to create:

- A coherent and visible online approach in line with the core values and key messages of the Alliance;
- An effective platform for the unique ArtWorks archive and resource materials, past, present and future;

- A flexible mechanism for the sharing of information within and outside of ArtWorks Alliance, full social media integration and e-newsletter sign-ups to enable cascading to artists and arts organisations. These are the 'syndication' functions proposed in the Digital report commissioned by ArtWorks from Patrick Fox (2014);
- Opportunities for Thought Leadership and networking through 'virtual events' and presentations, such as webinars and videos;
- Long-term sustainability - both in terms of technology and management - beyond the lifetime of current funding arrangements;
- A first-stop-shop for news and information about ArtWorks Alliance, and its on-going activities and campaigns. It will meet best practice guidance for web accessibility;
- A simple to use and light-touch content management system. The site will make best use of third party resources (eg video content hosting).

Content will include existing and future resources, publications and research materials (including a detailed bibliography) created through ArtWorks (special initiative, legacy projects and small grants) as a legacy of ArtWorks.

A working group, all of whom have extensive experience of commissioning and maintaining complex web presence, will oversee the establishment of the new site subject to funding being secured.

Monthly Enewsletter	Monthly from June 2016
Website development will take six weeks from commissioning to launch	Completed end June 2016
Planning for Convention including the GfA application	Completed end September 2016; announce the Convention dates in September 2016 with a view to beginning full promotional activities October 2016; event takes place 17 April 2016, and the Convention could be held during the week of 24 April 2017.
Forum Meetings	May, September 2016 and January 2017
Sharing Days and Welcome Events	May, September 2016 and January 2017
Detailed work package plans	Completed end June 2016

Resources and Funding

A cohesive approach to fundraising will be adopted to assist in developing more resources for the programme of work.

A detailed budget for the PHF seed funded two years is attached in Appendix One.

Options for the business model going forward from April 2017 onwards are being developed throughout June/July 2016.

Additional resources will need to be secured for key projects such as Convention (**Arts Council England**) and the digital portal (**PHF**).

Funding was secured from **Creative Scotland** to appoint the Scotland Project Manager.

An application will be made to the **Arts and Humanities Research Council** which could secure £45k of funding over a two year period to develop interactions between researchers and practitioners through a series of seminars, workshops, networking activities and international debate.

Membership income will support the work moving forward beyond the seed funded period.

Management and Governance

Members

The founding members of ArtWorks Alliance are the leading strategic and development artform organisations for professional artists working in participatory settings: a-n, Artquest, engage [for visual artists]; NAWWE (literature); People Dancing (formerly the Foundation for Community Dance); and Sound Sense (music) - who between them represent some 24,000 participatory artists - together with former "Pathfinders" of the ArtWorks Special Initiative (ArtWorks Cymru, ArtWorks London, ArtWorks Scotland, ArtWorks North-East).

They will be joined by others covering arts and health, arts and criminal justice, music and older people, local government, arts for early years. Interest among the **first tranche of potential members** is positive: a "collective voice is sorely needed"; "we can see that progress can only be made by collaborative action such as ArtWorks Alliance is suggesting"; "we are a small organisation and the opportunity to contribute to a wider national alliance across all the artforms and sectors will only strengthen and broaden our existing offer". Firm interest has been expressed already by Arts Development UK, National Alliance for Arts in Criminal Justice, Live Music Now, and EarlyArts (representing policymakers, local authorities, sector employers, and training).

Clearly, interest will be easier to obtain when AWA is tangible.

Other prospective members willing to devote time to working collaboratively on the development of participatory arts are:

- Creative People Places
- Creative Cultural Skills
- One Dance UK
- ABO
- Conservatoires UK
- Dance HE
- NAMHE
- SCUDD
- CHEAD
- National Association of Youth Theatres
- Youth Theatre Scotland
- Voluntary Arts Network
- Into Film
- Crafts Council
- Cultural Learning Alliance
- Creative Capital Exchange
- Red Eye
- Federation of Scottish Theatre
- Sound Connections
- Making Music
- Empaf
- Helix Arts
- EFDSS

- Big Draw
- Shape
- Arts and Health Consortium
- Community Media Association
- NSEAD

Membership is open to anyone who finds AWA useful to them. Membership of AWA is not so exclusive that diversity is poor or critical mass unobtainable, yet not so broad that activities become unfocused; similarly, leadership will be collegiate enough so that the wide range of voices in the sector are heard; yet not so consultative that nothing is ever achieved. Likely to find AWA most useful are the umbrella bodies of frontline artists and organisations, or of participatory arts trainers, researchers, funders or policymakers.

AWA practises *subsidiarity*: activity taking place at the most grass-roots level possible, not top-down. In other words, AWA will not step on the toes of organisations closer to the participant. As examples: umbrella bodies who are members of an AWA founding member would be properly supported by that member, and would be less likely to find AWA membership useful; frontline artists and organisations are encouraged to join their appropriate umbrellas: only where one doesn't exist, or if the frontliner has a strategic remit, would AWA membership be useful.

Membership Drive

Membership benefits include:

- Annual programme of events
- Information and resources
- Collective approach to development and resource procurement

A membership working group will be formed to progress with the recruitment of new members.

How Artworks Alliance will be managed

ArtWorks Alliance has two kinds of meetings: **the Forum, and the Support Group.**

The Forum is made up of the full AWA membership; it agrees the work to be done and by whom and accepts work that has been done via reports from Working Groups; it considers matters of policy, and receives financial reports.

The Support Group is a smaller group made up of four members of the Forum plus the Chair. It makes day-to-day operational decisions and supports the Project Manager and Chair in their work.

The initial project plan was to run six Forum meetings each year. What has become clear is that this presents some considerable challenges for members in terms of time and travel costs. The Support Group has proposed adjusting this cycle to better reflect the needs and geographical spread of members. Three face-to-face meetings each year will enable the Forum to inhabit the same space and share both impromptu conversations and structured meetings; three online meetings supported by the appropriate software will facilitate

structured meetings, ensure connection between face-to-face connection and enable Working Groups to report back regularly.

ArtWorks Alliance began operating with the following management structure:

- *Executive chair* This paid position supports the members to maintain momentum and focus, especially between meetings. With a facilitative yet decisive style of leadership, the executive chair is a high-level, respected and experienced professional highly conversant in participatory arts and the issues facing the sector. They will represent the Alliance and act as a champion and advocate.
- *Project Manager* Undertakes day-to-day management and delivery of the project: supporting the Executive Chair; coordinating the support group; delivering core programme activities, ensuring work is to time and budget; keeping the Alliance networked and communicated with/to stakeholders; and ensuring funding agreements are serviced and reporting requirements are met.
- *Scotland Project Manager* Undertakes management and delivery of the project in Scotland: supporting the Executive Chair; delivering work packages, ensuring work is to time and budget; keeping the Alliance networked and communicated with/to stakeholders; and ensuring funding agreements are serviced and reporting requirements are met.

However, a review of progress in year one has led to a revision of this structure to reflect our learning.

- We failed to make the progress we sought and were late in responding to opportunities;
- We did not recruit members as we projected;
- Follow up on actions agreed in meetings was slow and often not followed up as actions fell through the gaps between different people;
- It proved hard to find an individual prepared to take in the Executive Chair role;
- Our Project Manager – appointed in September 2015 resigned in January 2016.

Holding together a complex partnership that works in a collegiate manner is difficult and requires a particular set of skills, leadership, drive and consistency to ensure that things are happening, targets are being met and activity is progressing.

Members are limited in the time and capacity they have to contribute to the work packages and activities and require support and leadership to maximise the use of their time in the best ways.

We are therefore revisiting our proposed structure and revising our budgets to accommodate the appointment of a **Consultant Director** to lead the partnership from July 2016 – March 2017 in the first instance.

The role will involve:

- Taking a leading role in the public representation of and advocacy for ArtWorks Alliance and the practice;
- Leading on the recruitment of new members;

- Ensuring that the partnership functions effectively;
- Ensuring that ArtWorks Alliance meets its strategic aims;
- Leading on the overall strategic direction, the preparation and review of the business plan, policy, objectives and targets;
- Top level oversight of communications;
- Participating in working groups as appropriate and maintaining contact and tracking the development of the work packages;
- Ensuring that operations are evaluated effectively;
- Ensuring that the members undertake their responsibilities diligently;
- Advising and reporting to the lead partner.

Lead Organisation

ArtWorks Alliance is an unincorporated body and as such a lead organisation, People Dancing, assumes responsibility for the management of the grant from PHF on behalf of the partners.

This model will be replicated for other funding bids that AWA may make.

Members will decide who will lead on specific projects, be the lead organisation and the grant recipient.

- The members agree that member A is the most appropriate organization to take on this role;
- Member A would make the application;
- Member A would be responsible for connecting the project to the other members;
- The management and reporting structures, would be decided by member A;
- Member A would report to its own board and funder on progress;
- Member A would update other members on progress.

The **member** submitting any funding application is the **lead organisation** for the purposes of any grant awarded. The lead organisation will be solely responsible to the funder to deliver the project in accordance with their terms and conditions.

People Dancing (formerly the Foundation for Community Dance) are the budget holders for ArtWorks Alliance. The organisation was established in 1987, first as a membership support body and more recently expanding activities to include artform and audience development. The organisation's recent name change reflects this expanded remit. It is well connected to sister organisations across the arts, and have extensive experience of managing programmes at a range of scales, from the small and targeted such as developing a network for dance and Parkinson's to the large-scale public facing activities, such as the Big Dance Pledge 2014, which attracted 67,000 participants. In 2012 we were awarded the Queen's Diamond Jubilee Volunteering Award.

The organisation has a skilled and committed staff team, with a team of Producers who have specific knowledge and expertise including Workforce Development. The organisation's Chair is Dr Sara Houston, an internationally respected academic

specialising in participatory dance practice. Chris Stenton, the Executive Director, has 23 years' experience of working in the arts and has pioneered the organisation's approach to partnership working.

People Dancing's *vision* is of a world where dance makes a positive difference. Its *mission* is to make engagement with dance important and relevant to individuals, communities and society. Its organisational *aims* are to:

- Develop excellence, nurture talent and strengthen resilience in artistic practice
- Create opportunities for people to experience dance in all its diversity
- Act as a driving force within dance and community arts
- Place inclusion, equality and diversity at the heart of all our work
- Develop and sustain effective alliances that help deliver our ambitions
- Ensure activities have national (UK-wide) and international presence and reach
- Build digital capacity and innovation; organisational capacity and resilience

ArtWorks Alliance is an excellent fit with People Dancing's wider organisational work, building on a belief that we can achieve more by working together; trustees see ArtWorks Alliance as a natural progression of previous commitment to facilitating and leading DTAP and ArtWorks Navigator, and believe the organisation has capacity to deliver.

There have been no significant changes to the membership of the Board in the last 12-18 months, beyond one member standing down by rotation. The Officers of the Board (Chair, Vice-Chair, and Chair of the Finance Committee) are established and experienced. The Board operate with due regard to open and accountable governance, take a robust oversight of the organisation's work, and actively contribute to longer-term strategic planning and the identification of priorities that meet the needs of our beneficiaries. The Finance Committee meet quarterly, and receive reports about financial management, fundraising and operational issues; they make recommendations to the Board and support staff in implementing these.

This business plan will draw on the policies of People Dancing, the project budget holders whose policies informed the funding drive for the project.

Policy	Last updated	Next due for review
Child protection <i>(if relevant)</i>	September 2014	September 2015
Protection of vulnerable adults <i>(if relevant)</i>	September 2014	September 2015
Equality and diversity	December 2014	December 2015
Health and safety	September 2014	September 2015

Sensitivity and Risk

Key risks have been identified and mitigated against in the planning for the project and these are shown in Table 1 below:

Table 1 **Risk register**

Risk	Seriousness/ Likelihood [1]	Score S * L	Mitigation
People don't want to become members, or members don't engage	Fundamental/ Medium	15	Hold reflective sessions to explore issues; repeat messages about ownership and added value. Rejig workpackages to match members' ability to buy in
Members engage only superficially in work	Serious/ Medium	9	Hold workshops to explore issues and provide member support. Use influencing powers of executive chair
Technical difficulties with portal or continuation handover	Serious- operational/ Medium-high	8	While not pre-empting results of this application, keep open dialogue with PHF and AW
Difficulties in recruiting staff or executive chair	Operational/ Medium	3	Rework JD/PS, readvertise. In the meantime, use extra resource from within founding partners' organisations

[1] Fundamental = 5, Serious = 3, Operational = 1; High = 5, Medium = 3, Low = 1

Evaluation and Monitoring

While the outcomes approach is an essential framework for assessing change-making programmes, we also want to go further and *evaluate* this programme; asking the fundamental research or evaluation question: *(how) does it work?* what are AWA members doing now that they couldn't or didn't do before and how is that helping artists? Sub-questions will focus on the contribution of different elements of the programme: specifically the web syndication portal and the individual elements of leadership

To achieve this we plan the following:

Expert witnesses There are challenges to measurement and target-setting for this programme. We are claiming impacts not only on direct beneficiaries but also on indirect beneficiaries: but methodologically sound surveys of the latter would be disproportionately expensive, if possible at all. Our solution is to treat our members as professional witnesses, who are competent to make fair and accurate assessments about the value their members are gaining from the project using a variety of pragmatic sources: including sampling, direct observation, expert assessment, inference from other data: to arrive at a professional judgment about whether a target has been reached or not. We will use this technique for measuring targets related to Individual/community level outcomes.

Reflective sessions For targets relating to AWA members themselves we will similarly use reflective sessions of the members, based on techniques of focused conversation.

Basic **quantitative data** for background and context: how many members, what sectors, what work have we generated and why, how many hours of labour contributed.

Critical-moderating-friend At the same time, we want to ensure rigour in the processes; and we will use dha as evaluation consultants to moderate the responses, and where necessary act as critical friend. This will be in addition to the work that DHA are being commissioned to carry out by PHF.

A formative analysis at the end of year one will enable us to do something with the results: changing the way we work, what work we do, or how we do it, as necessary; a summative analysis towards the end of year 2 will help us write the next-stage business plan.

DHA will be undertaking a light touch evaluation of the open and follow-on grants which have been funded by Paul Hamlyn Foundation subsequent to the ArtWorks project. The evaluation will include:

- Keeping up to date with project activities through receiving and reading project documents, attending some Alliance/project meetings and occasional phonecalls.
- A small number of 'phone interviews in October 2015 and towards the ends of the projects.
- Agreeing with each project some areas of required self-evaluation/documentation, and providing support for that self-evaluation/documentation where appropriate/required.
- Reviewing that material at the end of the first FY (2015/2016), and at the end of the second FY 2016/2017). Where projects finish earlier in the year, they should bundle up

documentation and evidence and supply it as soon as possible once the project is completed – we can then ‘sign-off’ your responsibilities to the evaluation quickly.

- Writing a final report in Spring 2017.

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Appendices

Appendix One: Working Agreement

This is a Working Agreement between partners who are signatories to this document and constitute the membership of ArtWorks Alliance. Founding members are:

a-n, ArtQuest, ArtWorks Cymru, ArtWorks London, ArtWorks North-East, ArtWorks Scotland, engage, National Association of Writers in Education, People Dancing, and Sound Sense.

Other partners joining ArtWorks Alliance will sign the Working Agreement and be added to a central membership list, the counterparts of which will be incorporated within this agreement.

The purpose of this Working Agreement is to reinforce the relationships between the organisations that make up ArtWorks Alliance, the ways in which members intend to work together, and expectations of all involved. Through this members of the Alliance agree to work together collaboratively to strengthen and advocate for participatory arts in the UK and on an international platform.

1. Mission:

ArtWorks Alliance seeks to foster cross-sector collaboration for the strategic development of the participatory arts in the UK.

2. Aim:

To provide second-tier or umbrella participatory arts bodies with a common meeting ground for knowledge exchange and the joint promotion of activities.

3. Objectives:

By the end of March 2017, we will:

- Build a third-tier network with a membership and business model that is clearly articulated
- Facilitate and drive decisive collective action on a series of workpackages to be delivered by members on an ongoing basis
- Increase the membership to 22 organisations
- Increase the quality of participatory artist's work as measured through expert witnesses on an ongoing basis
- Positively influence policy or practice via three research reports/documents or successful funding stream applications for development projects, including a national convention/conference
- Increase participatory artists' knowledge and understanding of the value of quality tools as measured through uptake reported by members
- Meet members' needs in developing participatory arts through full membership engagement and website/online resources
- Influence practice debates both within the membership and further afield generating linked qualitative data through a members' reflective session.

4. Expectations of Partners:

In our work we agree that we will:

- Deliver and report on our share of agreed work in a timely and professional manner, striving to ensure the success of the project
- Make every effort to attend Forum meetings and ArtWorks Alliance events, nominating a senior member of staff as the ArtWorks Alliance lead for their organization
- Persistently and consistently seek workable solutions that best represent the interests and needs of all Partners
- Play an active role in the recruitment of new members to the Alliance
- Work positively to resolving concerns by raising them with the Support Group in the first instance
- Communicate with the Project Manager in order to raise problems and report on progress
- Actively engage in fundraising where this will support project work packages
- Collectively accept responsibility for the actions of all Partners and not to do anything that will damage the reputation of any other partner
- Ensure the where appropriate Trustees and Board of Directors are kept apprised of the work and plans of ArtWorks Alliance, seeking sign-off for engagement with ArtWorks Alliance activities as appropriate.

We further agree that:

- Rights in any IP brought into the project (not supported by grants raised by ArtWorks Alliance) remain with the original owners
- The ArtWorks Alliance Project Manager acts as the central coordinating contact, plus other specific contractors as appropriate (eg Scotland Project Manager)
- The Alliance is supported by an Executive Chair, working to a brief decided on and reviewed from time to time by Alliance members
- People Dancing is grant holder for funds grant aided for ArtWorks Alliance by the Paul Hamlyn Foundation.

5. Joining ArtWorks Alliance

* Members will make a donation of £250 to the Alliance, payable via an invoice from People Dancing, upon joining and then annually thereafter in April or at a mutually agreed time

- The ArtWorks Alliance Project Manager will action the raising of an invoice once a prospective member has expressed an interest in joining the ArtWorks Alliance
- Memberships will be rolled over and invoices raised annually unless members request otherwise
- Benefits of membership include the opportunity to bring strategic priorities to the Alliance and to propose work on these collaboratively with other members, thereby undertaking together work that cannot be achieved alone.

6. Structure

The management structure of the partnership has been created to allow the partners to take an active role in driving the activity and to encourage ownership of ArtWorks Alliance

A Support Group will be created from a rolling group of no more than five co-opted Partners. The grant holder will also be a member of the Support Group alongside the Project Managers and Executive Chair

Work Package groups will be created to undertake specific pieces of work such as the development of a web-site and quality tools, and will be led by Members of the Alliance as agreed between them. Work Package Leads will be responsible for progress reporting

People Dancing will be the grant holder and will issue invoices and contracts as required and subject to their own internal risk management and governance procedures. Where any potential issues arise, People Dancing undertake to report this to the Support Group and take appropriate action. They will provide budget management and reporting functions to funders and others as required, specifically they are the employer of The ArtWorks Alliance Project Manager, and contract the Executive Chair.

6.1 Partnership Meetings

Partnership meetings will happen at least four times a year in venues connected to Members and include reporting on the progression of work packages and the recruitment of new members. Meetings may be attached to evening Welcome Events or other events that include opportunities for networking and the recruitment of new members.

6.2 Support Group Meetings

Support Group meetings will happen six times a year, usually by conference call and with associated activity ongoing between meetings. This information will be shared with the Membership as appropriate.

6.3 Working Groups

Working Groups commit to establishing ways of working suitable to the desired outcomes of their work packages and associated timeframes. They will be led by a nominated member and supported by ArtWorks Alliance Project Managers. Partners who lead a working group agree:

- To lead the Work Package as defined by Alliance PM - each to be defined separately
- To report to the Partnership Meetings on progress
- To convene meetings of partners and provide regular updates on progress to Alliance PM

7. Timescale

This Agreement commences on XXX and will expire on XXX.

Signed

Organisation

APPENDIX TWO

BUDGET

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