

# Purbeck Art Weeks (PAW) Business Plan 2018/19

Approved January 11<sup>th</sup> 2019



## Our Mission

*“The Purbeck Art Weeks (PAW) Festival celebrates art in all its various forms. It seeks to inspire and support visual and performing artists to achieve their potential, involves people from across the community and encourages everyone to participate and to enjoy a wide range of arts.”*

## What we do

PAW is committed to inspiring people of all ages to realise their potential.

We are committed to broadening access for local people to a wider variety of arts in Purbeck, an area which is currently under-served.

We offer year round arts activities and provide a support network for our artists across Purbeck.

We hold our annual visual and performing PAW Festival in late May/early June.

The following highlights our key activities.

## Supporting and Encouraging Young People

- We are particularly committed to encouraging young people to be creative, enterprising, to think outside the box and to have fun. Creativity will be crucial to their future whether in the creative industries or in other areas.
- PAW supports young people by running exciting workshops in local schools as part of our **Purbeck Young Artists** Scheme. These are led by experienced art educators and supported by a range of valued local funders.
- During the Festival the imaginative work created by some of the 500 young people who have participated in our **schools art competition**, is on display at Rollington Barn and other venues.
- PAW is committed to **showcasing young performing artists** by offering performing opportunities to talented young musicians and dancers during the Festival.

## Engaging the Community in Art Projects

- Working on **community art projects** brings people together. Swanage seafront boasts a Tree of Life, a smiling dinosaur, and swirling fish created by people from across the Purbeck community. We are currently working on our second mural for the Wareham Library Garden regeneration project as well as helping to fund a [Sea Life Bench](#).
- Older people and those with special needs can get involved in being creative too, and a **special music event** during the Festival celebrates their achievements.

## Supporting Artists

- Our **Visual Artists Forum** provides a network of communication and support for all visual artist members of PAW, whatever their age or stage of development as an artist. The visual artists group is supported via an online community, as well as social events and meetings and a ‘buddying’ system to support artists new to PAW, or those beginning their journey as an artist.
- **Open Studios** are a core part of the annual festival, and PAW provides the infrastructure to enable individual and groups of artist members to open their studios to the public, or to be a part of the open admission exhibition at Rollington Barn. For many, PAW has offered a first experience of exhibiting work to the public.
- Our **central exhibition at Rollington Barn** is open to all participating artists and provides an opportunity for new/young artists to have their first experience of exhibiting. It also provides an information hub during the Festival for our thousands of visitors.
- **Practical Workshops** - whenever possible, artist members are offered workshops run by their peers. These have ranged in content for example, from silk flag making or mosaics to social media and tips for running an open studio.

## Organising Art Workshops

- A **variety of workshops open to everyone**, run by PAW artists, take place throughout the year. These are informative, explorative and practical, as well as loads of fun!

## Organising Events by Performing Artists

- Our Festival attracts **artists of international renown** such as The Gabrieli Consort & Players, I Fagiolini, The English Cornett & Sackbut Ensemble, the cellist Natalie Clein, the pianist Melvyn Tann and many others.
- Purbeck residents, as well as those from neighbouring areas, can experience locally a standard of musicianship they may otherwise not be able to hear....at prices which are kept as low as possible.
- Other artists give **illustrated talks** and we encourage all visiting artists to add value to the experience through workshops, masterclasses, talks etc.
- Our Festival is able to introduce Purbeck residents to **contemporary music (including new commissions) and art** to which they would not otherwise have easy access.
- We encourage those interested in what we do to become a Festival Friend and thereby not only increase our funding base but also offer to them a range of **Friends special events, meetings with visiting artists and a tailor-made ticketing service** which increases their enjoyment, awareness and long-term commitment to the Festival.

## Informing through our series of Chamber Music in Purbeck Houses

- Our series of **Chamber Music in Purbeck Houses**, such as Smedmore House and Creech Grange, is part of our winter programme. The series involves musicians talking about the works to be performed, the composers and the background to the composition so as to inform those attending. By **becoming a Friend** people are entitled to priority booking for these special evenings.

## Providing Bursaries

- PAW, very generously supported by the late John Flower, has established a fund to encourage artists in Purbeck, of any age or art discipline, whether visual or performing, to further their artistic career through **Bursary Awards** to help with their next career step.
  - We have made awards to help develop careers in painting, life-drawing, print-making, photography, music, ballet, contemporary dance, opera singing, silversmithing, and stone-carving.
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## Who We Are

- PAW is a charitable company limited by guarantee.
  - Our Trustees combine a range of skills including artistic, financial, business and IT.
  - The Trustees are all unpaid volunteers and we rely on a wide range of additional volunteer helpers from across our community.
  - We have a growing body of Festival Friends whose financial support helps fund our programme of events. In addition there are a number of organisations, trusts and businesses within Purbeck and neighbouring communities who support us with sponsorship and donations.
  - Our sponsors and those who advertise in our Festival Brochure and Events Programme show not only their support for our community but also for the enterprise, initiative and excitement we develop in young people across Purbeck.
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## Adding Value to Artists and our Community

The Isle of Purbeck is a wonderful area of natural beauty full of creative people. Artists and those interested in beauty have visited the area for generations and continue to do so. PAW celebrates a diversity of artistic expression. During our annual two week Festival we excite and entertain through artists' open studios, exhibitions, talks, films, concerts, dance, plays, competitions, poetry readings and other more informal events. Our visual artists are all drawn from the Purbeck area, but our event artists can come from much further afield. Many are internationally renowned.

For many artists PAW offers a supportive platform from which they can launch their careers. Our central group exhibition at Rollington enables the less experienced artist, who may have never exhibited before, to test the waters and build their confidence before moving on to opening their own studio to the public. For the more experienced artists our extensive publicity and the popularity of our Open Studios enables them to easily show their work to a wide, appreciative audience. And for some it is the start of their interest in art and learning how to do it. We have a number of very successful established local artists who began their creative journeys with our support.

Our Festival encourages an artistic awareness and offers visitors and the local community a range of artistic experiences and excellence that would otherwise not be available locally. We also aim to offer our events at affordable prices with students able to attend for just £2.

Outside the main Festival period, we add value by offering art workshops in most of the schools across Purbeck. Many lack the teaching staff for specialist art subjects and so the only way students can experience a range of art forms is through what we offer. Many of our visiting performing artists offer workshops, talks or rehearsals where people can attend and learn more about the art they are experiencing. Through our Visual Artist Forum we help aspiring artists

develop their artistic and business skills. Through our bursaries we encourage artists of all ages and background to take the next steps, whether to advance their careers or to progress as a non-professional.

## **SWOT**

### **Strengths**

- A well known and respected brand image across Purbeck and neighbouring areas;
- Our work is widely welcomed across the local community and by schools as evidenced by the willingness of businesses to advertise and schools to seek workshops;
- A growing number of artist members and exhibitors suggesting they value what we offer, backed by increasing artist sales;
- A growing body of Festival Friends who attend a large number of our events both during and outside the Festival suggesting that they also value what we offer;
- A healthy financial position;
- A range of volunteers who help deliver what we do.

### **Weaknesses**

- An overreliance on too few Trustees who can get sucked into too much management and fire-fighting;
- Too great a dependence on a few major sponsors;
- Too few people willing to take ownership of specific events
- An inability to fund raise at the level needed to ensure growth;
- Inadequate number of volunteers able or willing to activate social media on a regular basis;
- Trustees too involved in everyday management to be able to provide an objective/strategic sounding board

### **Opportunities**

- Increase the number of Trustees with appropriate skills and experience in particular those who have fundraising and publicity skills;
- Work with a professional fundraiser to broaden our funding base;
- Recruit an administrator who can take responsibility for some of the more routine work currently undertaken by Trustees;
- Secure additional volunteers to ensure resilience at our main exhibition area and to undertake various other roles so freeing Trustees to focus on business development.

### **Threats**

- A Trustee falls under the proverbial bus;
- We try and do too much eg PYA, Events, and undermine our brand image;
- The owner of our main exhibition area decides not to let us have that space in the future;
- A fire/break-in destroys our assets in our storage container;
- We fail to further increase our sponsorship/funding base and so need to draw on financial reserves for ordinary as well as extraordinary expenditure

## **What We Want To Do**

The PAW brand is highly respected and valued. We have a growing body of members (mostly visual artists who work or live in Purbeck) and Festival Friends. This increase in core support is a measure of our success. The number of visitors has increased over the years as has the sales of the works of art exhibited by our artists. We have increased our involvement with young people and with community groups. We wish to build on our achievements.

Our business model is sound and fit for purpose and our financial reserves give us an adequate cushion to survive any reasonable eventuality such as having to cancel a Festival at very short notice due to some natural catastrophe or events beyond our control.

But as we grow, so we need to evolve and not rely so much on a few volunteers. That is why in 2018 for the first time we paid people connected with the Festival to manage our central exhibition area at Rollington Barn. It is why we need a part-time administrative assistant and why we are working with a professional fundraiser and paying him accordingly. We will continue to rely on our large number of committed volunteers for most of what we achieve. But we must be prepared to pay for more of the services we seek from others. Our expansion must be managed and measured so we retain the essence of what our Festival is all about – our celebration of the arts and local artists.

We would like to:

- Increase the support we offer our visual artists through more workshops – including from visiting experts in eg marketing, business planning, financial management as well as in aspects of the creative artistic process.
- Offer on-line sales to support our visual artists.
- Increase the number of PYA workshops we undertake in Purbeck schools so that every young person in Purbeck can be involved and have the opportunity to be creative through art.
- Engage more from across our community in the creation of public works of art such as those on display on the sea-front in Swanage and in the garden of the library in Wareham.
- Maintain the high quality of the events we offer to everyone across Purbeck and at reasonable ticket prices while broadening our sponsorship base.
- Maintain and even increase the range of events we offer and support local people who wish to put on more informal events maybe through a Fringe.
- Possibly have a visible year round presence and sales outlet in central Wareham to complement what we do with the RSPB at Arne; this might also be an administrative base for our assistant.
- Future-proof PAW so that it can continue to grow and deliver artistic excellence to the local and wider community.

In order to do this we need to broaden our funding base and increase our sponsorship, get additional project management, financial and administrative support, and increase the number of Trustees with additional skills/experience

## **Our Funding**

Our Funding comes from:-

- Membership Subscriptions.
  - The fees we charge our visual artists to exhibit.
  - The percentage we take from all sales at our main exhibition centre during the Festival.
  - Our sponsors, Friends and advertisers.
  - Grants for specific projects from a limited number of charitable trusts and foundations.
- We are reluctant to increase the fees we charge our visual artists to exhibit at our Festival especially given that many are young artists setting out on their careers.
- We could consider raising our membership fee – has not been raised for a number of years – but this will not produce much additional funding.
- We increased to 25% the percentage we take from sales to help fund the person who manages our main exhibition centre and would not want to increase that percentage again.
- We are limited in the number of additional advertisers we can accommodate in our Festival Brochure and Events Programme.
- We are very reliant on a limited number of sponsors and on charitable trusts and foundations and need to broaden our funding base.

We can:

- Seek additional sponsorship from individuals and businesses and thereby grow this source of support from some £10,500 in 2018 to some £20,000 in 2023.
- Increase still further the number of Festival Friends from around 90 donating some £5,000 (including Gift Aid) to around 120 over the next 5 years donating some £7,000.
- Seek funding from additional charitable trusts and foundations; in particular we could seek a major injection of funding aiming to secure at least £30,000 per year over the next 5 years to 2023 from a major funding charity.

To achieve these aims we will:

- Seek and pay a professional fundraiser to offer advice and then to work with us to implement a more aggressive fundraising plan.
- Seek the views of relevant Festival Friends on possible business sponsorship and support from high-worth individuals.
- Get additional project management, financial and administrative support through:
  - taking on a part-time Administrator
  - working with a professional fundraiser
  - developing funding packages that include mentoring and practical support.
- Increase the number of Trustees with additional skills/experience in fundraising, publicity, visual arts and education; if need be we will coopt for a trial period.

## **5 Year Financial Plan**

	2019	2020	2021	2022	2023
<i>Income</i>					
Membership	1,800	1,900	2,000	2,100	2,200
Friends +Gift Aid	5,000	5,500	6,000	6,500	7,000
Sponsorship (indiv+business)	12,000	13,000	15,000	18,000	20,000
Grant Funding	5,000	10,000	10,000	10,000	10,000
Commission on sales	8,000	10,000	12,000	13,000	14,000
Exhibition fees	8,000	10,000	12,000	14,000	16,000
Events	34,000	36,000	38,000	40,000	42,000
<b>Total Income</b>	<b>75,000</b>	<b>86,000</b>	<b>95,000</b>	<b>104,000</b>	<b>111,000</b>
<i>Costs</i>					
PYA & Community	8,000	9,000	10,000	11,000	12,000
Exhibition exp	2,000	2,000	3,000	3,000	3,000
Events/workshops	38,000	40,000	42,000	44,000	46,000
Publicity	15,000	15,000	16,000	17,000	18,000
Admin	10,000	12,000	14,000	16,000	18,000
Wareham lease	4,000	8,000	8,000	8,000	8,000
<b>Total Costs</b>	<b>77,000</b>	<b>86,000</b>	<b>93,000</b>	<b>99,000</b>	<b>105,000</b>
<b>Surplus</b>	<b>(2,000)</b>	<b>0</b>	<b>2,000</b>	<b>5,000</b>	<b>6,000</b>

Notes:

- Administrative assistant part time for all 2019 and increases involvement thereafter
- Wareham lease half year in 2019 with some commission on sales from that outlet and full year costs and sales income from 2020
- Major sponsor supports for part of 2019 and for full years thereafter.