



CAN BUSINESS PLAN

APRIL 2023 – MARCH 2024

REGISTERED CHARITY 277135

COMPANY LIMITED BY GUARANTEE 1400213

Updated March 2023

1 Introduction

Community Arts North West (CAN) is at the cutting edge of inter-cultural creative practice and arts and migration, and has been a leading voice in participatory and community arts since 1978.

As a highly ambitious and long established Manchester-based arts company and Arts Council England National Portfolio Organisation, we build deep, long-lasting connections with communities across Greater Manchester. We develop unique, creative projects that especially seek to amplify the voices of ethnically diverse, new migrant and working class people, whose voices are not normally heard in the mainstream. We co-create with artists, communities and young people and share powerful narratives; shining a light on new talent and enriching Greater Manchester's cultural landscape.

As a specialist in co-creation, we continue to evolve innovative ways of working that bring diverse communities and artists together, working across a wide range of media to create successful and dynamic productions. This is particularly the case for our Exodus refugee-led and the Children and Young People's programmes, where projects encourage refugees and asylum-seekers and other new migrants to work with more established communities and vice-versa. The work facilitates positive, new connections between participants, communities and artists, as they create and share work.

CAN's work is firmly rooted in social justice and driven by ethical values.

- We stand in **solidarity** with people at the sharp end of poverty and oppression, believing that everyone is creative, and that through cultural expression, people on the margins can have a voice and provoke change.
- **Co-creation and shared leadership** are crucial for CAN in developing deep and lasting connections with communities, young people, artists, audiences and partners.
- We champion **equality** and strive for **diversity** in the artists we work with, our staff and Board, and the organisations we choose to work with.
- We **welcome** new migrant communities as collaborators and creative partners; and we are a home for emerging artists, especially those who are new to the UK.

The Covid 19 pandemic and the cost of living crisis have highlighted and increased social inequalities, particularly for working class, ethnically diverse and disabled people. The digital divide is just one of many examples of the exclusions CAN witnessed. CAN makes it a priority to be responsive to social justice concerns and we are mindful of the renewed and growing outrage and consciousness of the damaging effects of institutional racism, highlighting the urgency for anti-racist commitments and action in the arts and culture sector. CAN is directly involved in strategic, regional anti-racist initiatives, working with others in the sector to push forward change.

Our Business Plan will need to continue to be adaptable and responsive this year, to address these concerns and others that may emerge. With that in mind, the Business Plan lays out the inputs and activities that are vital to achieving our value-led aims and programme priorities, whilst at the same time maximising our capacity to create and respond to emerging ideas, concerns, initiatives and opportunities. It is the blueprint for the dynamic development of the organisation at a time when deep, respectful, socially relevant creative work is needed more than ever.

Our Business Plan builds on our strengths, our successes and our experience, especially the new learning and reflection over the last few years. We will strive to create the conditions necessary for

this new learning to flourish along with innovation and creativity, both within the company and in the communities where we work.

2 Vision, Mission and Values

2.1 – Mission

Community Arts North West (CAN) is respected as a leading arts organisation in the field of participatory arts, arts and migration and social change. The company works in partnership with communities, artists, independent and mainstream cultural, third and public sector agencies to create exciting and dynamic cultural programmes, by and with people whose voices are not often heard in the mainstream, encouraging people to be in the driving seat of their own cultural production.

CAN's work celebrates the voices, diversity, expression and visibility of the changing, complex and diverse communities that make up Greater Manchester. Drawing on the rich heritages and contemporary cultures of the region, CAN's programmes bring people together in inter-cultural collaborations to work creatively in shared arenas.

We work in partnerships that provide the foundations for sustainable programmes of work for the production of new and original work.

2.2 – Vision

CAN has a deep and enduring belief in the right of all people to have access to resources for creative expression and a voice through the arts to express their ideas and concerns. We have a strong commitment to and respect for cultural diversity, with an interest in exploring different aesthetics and approaches to cultural practice. We are especially excited by the innovations that international artists, who have settled in the UK, offer the cultural sector: challenging assumptions, refreshing practice and exploding stereotypes.

We have a deep respect for the people we work with and a strong interest in ethics, especially in how an ethical approach can be applied to collaboration and partnerships.

One of CAN's strength is the long road we walk with people, investing in meaningful and long term co-production with artists and communities. We have been described as a *trampoline*, often providing the first *leap* into the sector for artists.

Through our outreach work we discover hidden talent and platform it; supporting the development of artists from diverse backgrounds and providing pathways of progression and growth for artists, practitioners and producers.

We champion diversity and make it a priority to support and amplify the creativity of artists, young people and communities who are on the margins. We broker links between artists and the wider cultural sector, enabling artists to progress in their work.

CAN provides a strong voice from the North and commits to the continuous exposure of Community/ Participatory Arts, building understanding, raising the profile and visibility of grassroots creativity, and raising awareness of the civic role of the arts.

2.3 – Values

As a fundamentally value-led organisation, CAN believes in the power of the arts to enrich and improve people's lives, increase their learning and be part of meaningful cultural development. CAN works with artists and communities to develop collaborations, support well-being, unlock potential, support learning and provoke positive social change.

Social-Justice

We make an active choice to work with individuals and groups for whom social justice, or the absence of it, is a profound issue in their present or past lives. We create and commission work that is socially meaningful and relevant, raises critical consciousness, builds community, and motivate individuals to promote social change. Our work is challenging and uses innovative creative approaches to foreground people's concerns about issues such as racial justice, immigration, disability rights and gender equality.

Ethics

We care about what we do and the impact we have – on people and the planet – and take an ethical approach in all our work. We are guided by ethical approaches of kindness, honesty, justice and respect. We strive to develop exciting and rewarding projects that are delivered in a responsible way and that cultivate creativity and expression, because that results in positive change. We promote a global perspective on climate change, through collaborations with artists originating from the Global South, who provide a contrast from the dominant voices heard in the media.

The company values the right of employees to work in positive supportive and fair environments. We will remain circumspect regarding expansion without suitable management capacity to ensure standards, sustainability and equal rights within the workplace. We continue to address how the Covid pandemic impacts on people we work with and ensure ethical employment practices are informed by these experiences. The programme will be determined by quality of process and outcomes not quantity, with capacity determined through our key performance indicators agreed with ACE and other funders. CAN will maintain honest and open discussions with staff, Board and stakeholders concerning future developments.

Collaboration

Creative collaboration is at the heart of everything we do. We are committed to co-creation as a key principle in developing equitable and non-hierarchical creative programmes: bringing artists and communities together as partners and change-makers, firmly in the driving seat of their own projects. We build creative communities through sharing experiences and building deep connections founded on mutual respect. We're proud of our northern roots, and how our work supports local communities and the cultural life of Greater Manchester. In these challenging times, we recognise the importance of bringing people together in solidarity to advocate for the value of high-quality creative projects in our communities.

Learning

We actively welcome new ideas and perspectives, which we believe helps us to grow and develop as a forward-thinking organisation. Our collaborative PhD programme with University of Manchester is uncovering new perspectives about the experiences of artists with lived experience of the asylum system, which we hope will offer valuable insight to the cultural sector. We have been leaders in the field of participatory arts youth arts and arts and migration for over 40 years. We share practice regionally, nationally and internationally. Over several decades we have had a significant influence on the arts and cultural sector; and on the skills development, visibility and careers of many artists.

Equality, Diversity and Inclusion

We are strongly committed to equality; we champion diversity and welcome people from the diverse communities of Greater Manchester as collaborators and partners. We celebrate what makes people unique and build solidarity through understanding each other better. We advocate for diverse representation across art forms, communities, artists, governance, staffing and programmes and commit to anti-discriminatory practice.

Creativity

We believe that everyone has creative potential, and that living a creative life is good for our wellbeing. Our work naturally aligns with the Arts Council England's Let's Create strategy, by prioritising individuals and communities that are on the margins. We work with people from across the globe and the UK, who are inspiring and skilled artists. These artists bring a wonderful range of cultural traditions, new creative approaches and exciting aesthetics to CAN's work. This means CAN is at the cutting edge of intercultural arts practice and shares extraordinary work with audiences, making a significant contribution to The Creative Case for Diversity.

3 Our Work

3.1.1 - Participatory Cultural Production

CAN produces programmes of work that provide access to quality creative experiences that have exciting outcomes and are meaningful and resonant for the people we work with and their audiences.

CAN is a highly skilled socially engaged organisation, with an openness to new ideas and ability to embrace new emerging cultures in the region.

The ability to operate in a diverse and flexible way enables CAN to respond sensitively and successfully to stakeholder needs. We also create an ideal environment for learning, new ways of working and possibility.

CAN's culturally-diverse-led arts practice works across a wide range of art forms and contemporary arts practices with specialist knowledge and experience of:

- **Co-creation in intercultural settings** – cultural production programmes that bring communities together through inclusive groups and non-hierarchical processes, where diverse knowledge, life-experience and ideas are valued and inform the creative process and outcome.
- **Talent Development** – programmes that include: creative digital training; placements; brokering and signposting through information services and direct targeting; supporting new production; groups and individual artists through incubated residencies and commissions; consultancy services for mainstream and independent organisations wishing to expand their reach.
- **Children and Young People** – bespoke intercultural projects with young people through cross art form, live performance based programmes and events. Targeted recruitment and partnerships ensure opportunities for children and young people from new migrant and working class backgrounds and those who are disabled or have mental health difficulties.

- **Arts and Migration** – migrant heritage arts production across all arts forms. Supporting the artistic leadership of new migrant artists, communities and young people in theatre, dance, digital arts, visual arts, music, creative writing.
- **Learning events** such as conferences, special seminars and learning labs designed to bring together practitioners, organisations, academics, artists, cultural and cross sector organisations, provoking debate and sharing new thinking about intercultural practice and arts and migration.
- **Creative Digital production** – exhibitions and installations, video and digital media production, distribution and screenings. Specialist training through production programmes. All projects have either a born or made digital offer or both.

3.1.2 – Collaboration, Co-Creation and Co-production

Collaboration remains at the core of the company’s work. CAN works in partnership with stakeholders to explore and develop new projects, building relationships through consultation, identification of potential funding and resources to maximise potential for sustainable development.

Quality cultural production is dependent on the quality of partnerships between communities, artists, agencies and other arts-based resources with foundations that include:

- Shared values and objectives
- An equitable and ethical approach to partnership
- Meeting the aims and ambitions of the people we work with
- Clear benefits for communities and groups
- High aspirations and quality provision across artistic and community engagement

CAN regularly co-produces work with independent and mainstream cultural organisations. This allows for the sharing and exchange of resources, knowledge and artists, creating more sustainable infrastructure and a stronger cultural offer for participant and audience engagement. It also enables the company to broker and connect people to the arts infrastructure, networks and mainstream arts resources.

At a time when immigration, nationality and the cultural make up of British communities continues to be on the government and media agenda, particularly the political and tabloid targeting of migrants, we believe people are keen to participate in arts based intercultural dialogue programmes, because they generate rich, creative and rewarding artistic processes with interesting and meaningful creative and learning outcomes. This form of engagement is important for our region.

During the year, we will invest time in co-creating our future plans with staff, artistic associates and the CAN Board. This collaboration will ensure our work continues to meet our vision and mission and that of our funders and partners, foreign example aligning with Arts Council England’s Let’s Create strategy and Investment Principles.

3.1.3 – Methodology

We explore ideas and exchange information with individuals, groups and communities to identify cultural and social interests, key concerns and motivations, which helps CAN to engage with the evolving demographic of Greater Manchester and artists and communities that are new to the region.

Should a potential project or group clearly fit within core mission, new projects may then be progressed along one or more of several routes:

- Wider community consultations
- A period of research
- A small scale pilot project. A starting point to explore and identify interests and future directions
- The development of a tailored programme of work
- An invitation to become involved in an existing strand of work such as a showcasing festival
- Invitations to CAN events
- Advice on funding and resources, networks and other regional opportunities if available
- Signing people up to CAN online information exchange services
- Signposting groups and artists to other resources and agencies that are better placed to help
- Brokering opportunities with other cultural providers

3.1.4 – Professional Development, Information and Advice

CAN encourages and supports artists and producers from historically excluded communities; working with artists from a range of diaspora backgrounds and artists experiencing barriers, such as being disabled, having caring responsibilities or being from working class backgrounds. This is facilitated through CAN's Learning Programmes, comprised of:

- Bespoke training programmes and specific creative talent development programmes, such as Creative Digital training, self-employment
- Employment and commissions, through *Exodus* and our work with young people
- Placements and apprenticeships
- Access to CAN's digital lab
- Artist residencies with tailored support packages
- Signposting to opportunities e.g. networks, commissions, residencies and other training providers.
- Social media and marketing support, CAN Google news

3.1.5 – Creative Digital Work

CAN understands the transformational impact of digital technology to reach wider audiences. Creative digital activity is integral at all levels of our work and we harness the potential of digital technology to transform the way that art is made, distributed, received and exchanged. We recognise that the Covid-19 pandemic has heightened the need for digital innovation, however the digital divide has had a profound impact on many of the artists, young people and communities we work with. This is something we will continue to prioritise in 2023-24.

We acknowledge the significant inequalities in digital access and that digital expertise is a prerequisite for artists, enabling those who do have skills and access to promote their activities, build a profile and consequently gain employment. Our work, especially our training programmes, aims to improve digital access and skills for marginalised artists and communities.

In order to meet the digital needs of the company, appropriate expertise also needs to be distributed across our organisation. Training of our team and artists therefore plays an important role in meeting this demand and is a significant element of our Talent Development Programmes.

‘Born digital’ – the work in which digital technologies are an integral part of the artwork/experience plays a central role in our creative programme. ‘Made digital’ – the work that captures or digitises performances or artwork as well as distribution through CAN social media, other digital platforms and live streaming of events, is now a standard part of CAN’s cultural offer.

The educational and contextual content we create to support our work is also expanding to become a central part of our digital offer, through webpages, blogs and other digital platforms.

3.2– Current/Recent Work, Achievements and Progress

Force of Nature – Factory International and CAN: A partnership project led by CAN with Factory International. The project will develop new songs and music on Climate Justice themes, through three commissions for women singers, MCs and musicians based in Greater Manchester, prioritising those who have a connection with the Global South.

CAN has commissioned three experienced, politically engaged and dynamic women musicians and songsmiths with diverse musical styles, to either create stand-alone material as solo artists, or to collaborate inter-culturally, to create a performance set. Emmanuela Yogolelo, Sarah Yaseen and Meduulla are creating material which reflects lesser-heard narratives from the global south in relation to climate justice.

Horizons Festival 2023: CAN and HOME are working toward the Horizon’s Festival, scheduled for June 2023. In January-March 2023, after a very successful recruitment process, we have appointed two Assistant Producers with lived experience of migration: Mandla Rae and Masresha Wondmu (in recognition of the fact that this group is under-represented in the workforce). Each of the two Assistant Creative Producers will shadow and be mentored by staff members at CAN and HOME with each organisation taking lead responsibility for one Producer.

Together, the Producer team will deliver a high quality, accessible and affordable two-day festival using all available spaces at HOME, featuring an artist day on Friday 16 June and a community day on Saturday 17 June.

*The Horizons Festival and Force of Nature strongly support Arts Council England’s Let’s Create strategy, related to **A CREATIVE AND CULTURAL COUNTRY** and contribute to Manchester City Council’s priorities related to **QUALITY, INCLUSION AND EQUITY AND REPRESENTATION**.*

Voices of the Women of Rochdale. CAN has continue to develop partnerships in Rochdale, an area where there are significant pockets of low engagement in funded arts and culture. Through our partnerships with M6 Theatre Company and Kashmiri Youth Project (KYP) we have been running a programme of women and girl’s engagement work, using co-creation methodology, led by CAN associate artist Mahboobeh Rajabi. The project is funded through The Lankelly Chase Foundation, Greater Manchester Systems Changes Fund and has engaged with an intercultural group of teenage girls and a group of South Asian women, who experienced significant isolation before and during Covid.

Voices of Women Project closely aligns with our Arts Council England NPO activity plan and to the CULTURAL COMMUNITIES priority of Let’s Create, related to place-based work with communities who have been marginalised.

Pushing Boundaries: an art in education training programme for artists with lived experience of forced migration, which CAN is running in partnership with Curious Minds.

Pushing Boundaries supports artists to understand how their creativity can benefit children, teachers, and schools. The project gives them the skills and knowledge to deliver creative workshops and programmes in primary and secondary schools. The programme is also introducing artists to a range of Greater Manchester schools and opportunities for artists both regionally and nationally.

The training sessions (September-October 2022) were jointly delivered by CAN and Curious Minds with a school placement for each artist from November 2022- March 2023. The training sessions covered everything that artists needed to know to go into schools; from negotiating contracts, to key policy and safety frameworks, to practical ideas for running creative activities.

Artists were matched with an artist mentor who already delivers school-based arts projects and who supported their learning. We have also built a partnership with Music Action International who are providing the music mentor, and have linked with Z-Arts to ensure that programme has good sector connectivity.

Artist each had a school-based placement in Greater Manchester schools who have an active interest in creativity and supporting the diversification of the creative education workforce.

The programme culminated in a sector networking event at The Whitworth in March 2023 where artists were introduced to key people and organisations delivering work in schools.

Pushing Boundaries strongly supports Arts Council England's Let's Create strategy, related to CREATIVE PEOPLE AND A CREATIVE AND CULTURAL COUNTRY and contribute to Manchester City Council's priorities related to QUALITY, INCLUSION AND EQUITY AND REPRESENTATION.

CAN Young Artists: a long term initiative for CAN, that seeks to bring young people from new and more established communities together to make exciting new creative work. CAN's Creative Producer Michelle Udogu has been leading on the CYA project since February 2022.

During 2022/23 outreach sessions have been delivered in various organisations such as Casicare, Avensis youth support, GMYN, WAST, Barnados and emergency hotels to reach out to young people from refugee and asylum seeking background. Developing contacts with hotels being used as accommodation for asylum seekers has been crucial in building a core group of young people.

We recently delivered a highly successful project at Manchester College, bring a diverse group of young people from new and more established communities together. Participants worked with professional artists, combining drama, percussing, dance and photograph to co-create a performance of their work. This is a new partnership utilising the college's new performing arts centre and supporting s student project.

We are currently exploring new partnership opportunities, including Manchester Animation Festival, who are keen to support young people to create their own short animations and GMYN, who are working with high numbers of unaccompanied asylum seekers and are interested in working towards joint funding bids with CAN in the future. There is also interest from Band on the Wall and Projekt Mcr to work together in the future.

4 Designing Work for the Future

We are conscious of significant challenges arising for the communities we work and in the cultural sector. The people we work with are disproportionately impacted by political and social circumstances such as the ongoing impact of the Covid 19 pandemic; the cost of living crisis and the increasingly challenging political climate and policy framework around forced migration.

The cultural sector is still recovering from and adapting to a Covid context; and audiences having less money to spend on leisure, due to financial pressures. This has a knock-on impact on CAN's work. Venues we have traditionally partnered with have less space available for work that doesn't generate box office income, such as youth arts, community engagement and work by new artists. Hiring space for community engagement is becoming more expensive due to fuel costs and the need for venues to recoup losses from the pandemic. This means CAN has to invest considerable time in developing new partnerships and researching and securing new venues, which must be considered when assessing company capacity.

Our commitment to ongoing consultation with our stakeholders, ensures we understand their needs, concerns and ambitions. We are prepared for a future that we know will require to be agile and flexible, as we and our communities face continued uncertainty. Four areas of priority, will weave through all of our work in the future:

- I. An urgency to progress cross-sector anti-racist action (including challenging hostility towards refugees and asylum seekers), address systemic racism and poor representation of ethnically diverse artists, young people, arts leaders and communities.
- II. The inequalities and injustices faced by Greater Manchester communities that have been highlighted or have resulted from the Covid19 pandemic and are exacerbated by the cost of living crisis, including the low statistics in cultural engagement in particular regions and sections of the community.
- III. The significant impact of the pandemic and cost of living crisis on the livelihoods of artists and creatives and the need for greater security and attention to wellbeing.
- IV. The urgency for all sectors to combine efforts to tackle climate change; raise awareness in our sphere of influence and increase participation amongst excluded individuals and communities.

5 Themes

Our work is organised under **six themes**, that reflect and build on our unique history, skills and expertise, while embedding our value-led approach and responding to concerns. We believe a theme-based approach will enable us to be responsive and flexible; adapting delivery models, while staying true to our clearly defined mission. We will utilise learning from 2020/21 to ensure that all plans have a range of alternative delivery models to enable us to adapt to any new restrictions and challenges as they arise.

Art and Artists: Developing an overarching programme of new creative work, combining creative programming with in-depth, long-term support for artists and creatives, through talent development, mentoring and advocacy. We will continue to prioritise work with new migrant/refugee artists and those who experience significant barriers to progression e.g. LGBT +, disabled, working class and ethnically diverse artists. The creation and distribution of digital work will be an important tool and

priority for the company, enabling the organisation to be innovative in developing new ways of working, finding imaginative and creative responses to the challenges ahead.

Communities: Delivering a dynamic socially-engaged programme of work that will especially focus on creativity contributing to social recovery from Covid, with particular developments in hyper-local, community-engaged work with communities. This work will invest in hope and wellbeing and combating isolation. This will include continuing work that supports refugees and asylum-seekers and reaching out to develop new partnerships. We will continue our work with women and girls in Rochdale, harnessing their creativity to design innovative approaches to Systems Change and healing for communities.

Young People: Developing and delivering intercultural creative work with children and young people from new and more established communities in Greater Manchester that gives them a voice about the rapidly changing situation in our world. Encouraging collaboration and offering inspiring opportunities to co-create with exciting contemporary artists, in a range of art forms.

Learning: Maintaining a community of learning at CAN, allowing different voices to inform and influence the organisation's development. Providing training and development opportunities for staff, freelancers and the Board in order to be agile in challenging circumstances. Continuing to invest in the professional development of artists and practitioners from historically excluded communities, through bespoke learning programmes. Prioritising personal and professional development for artists and marginalised groups, bringing on the region's talent and creating significant pathways for culturally diverse practitioners that increase employment opportunities. Sharing our unique knowledge and skills in arts and migration, intercultural and co-creation methodology.

Partnership: Developing ethical and equitable partnerships and supporting innovative ways of working that maximise the potential of projects and involves the sharing of expertise and resources between organisations. A vital part of CAN's work relies on partnership to deliver inter-cultural collaborative projects that put people and communities in the driving seat of project, respected as experts in their own right. CAN will sustain existing partnerships, especially with Refugee Community Organisations (Rainbow Haven, Rethink Rebuild Syria and others) while building new alliances, in order to address urgent and emerging social justice concerns.

Networks: Involvement in strategic regional and national networks that further particular areas of work, including: antiracist action in arts and culture and the diversification of leadership in the sector; sharing learning about participatory arts and developing the resilience and sustainability of the sector; contributing to innovations in cultural education for children and young people; contributing to research and development in the field of arts and migration; contributing to and supporting greater Manchester's cultural strategy related to climate change through our membership of MAST (Manchester Arts Sustainability Team).

Alongside delivering to our themes, CAN will maintain high standards of work through:

Management and Governance: Maintaining a highly skilled core team and freelance practitioners, supported by an Executive and Creative Director, and a diverse Board of Trustees. Investing in the learning and development of these people. Maintaining awareness of risks, including the ongoing impact and challenges of the Covid 19 pandemic; the prospect of cuts to core funding from principal funders; the potential reduction in available funds from trusts and foundations.

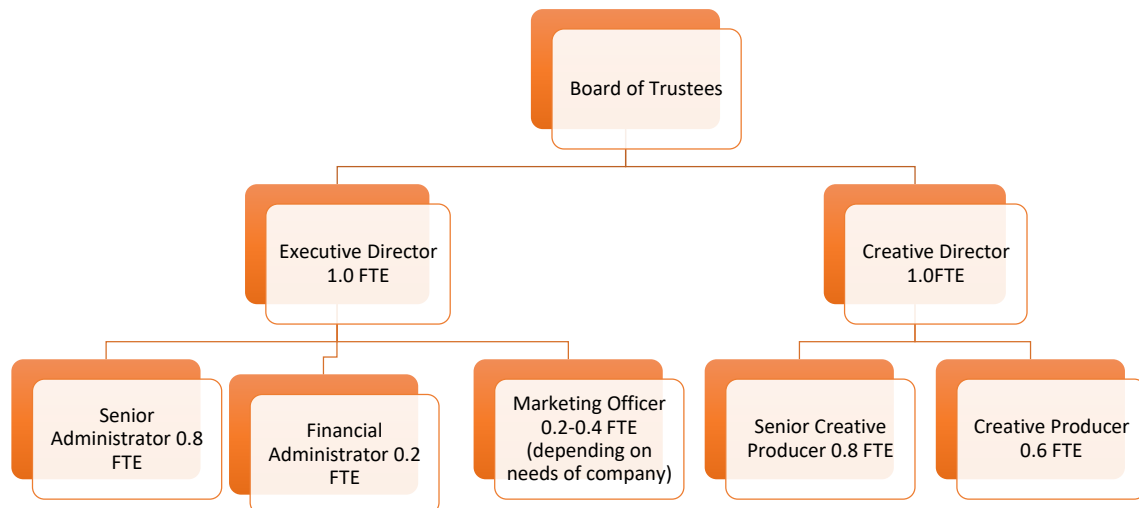
Evaluation and Reflections: Evaluation is central to enabling CAN to learn, develop, innovate and be accountable to all our stakeholders. We see evaluation as a collaborative and formative process and

integral to the development of all our programmes, enabling us to act with integrity. The company will maintain and further develop a robust process of monitoring and evaluation, utilising data as a learning tool and prioritising the need to reflect as an organisation, and with our stakeholder; as we face the unprecedented challenges ahead, maintain reflexive working and responding to a rapidly changing social, political and cultural environment.

7 Resources

8.1 – Organisational Structure

CAN's organisational structure aligns the company's vision and mission and values to the flexibility needed to respond to good ideas, initiatives and opportunities. The structure is therefore based on a small, core team that provides leadership, specialist knowledge and experience to deliver core aims and basic organisational support. This structure helps CAN to develop and manage ambitious creative programmes of cultural production, whilst also maintaining the capacity to undertake significant fundraising and development activities. The current organisational structure consists of a volunteer Board, and seven staff members on core & fixed term contracts.



The Executive Director and the Creative Director share the responsibilities of the role of Chief Executive, ensuring strong operational & creative leadership, providing the necessary continuity for succession planning to mitigate any future leadership risk when one person leaves. The Executive Director leads on operational management, financial management, governance, company marketing and management of income generation programmes; the Creative Director leads on the generation of the creative programme, developing new projects, partnerships and areas of work, maintaining and developing strategic partnerships, and developing CAN's wider profile. Responsibility for fundraising is shared between the Executive and Creative Directors, both experienced and successful fundraisers, providing the high-level support and strategic management necessary for the company.

The Creative Producers work extensively with a pool of freelance artists, drawn from Greater Manchester's diverse communities to deliver specific new artistic programmes.

An average of 45 to 70 contracted and commissioned artists per year are managed by the Creative Producers. During the lifespan of the current portfolio this varies from exceptionally experienced, mid-

career practitioners through to first-time, paid work for some people coming through CAN's Talent Development programmes.