



iniva (Institute of International Visual Arts)

Living Legacies: collaboration, community & radicality

PROJECT SUMMARY

INTRODUCTION AND OBJECTIVES

The Institute of International Visual Arts (iniva) in London is embarking on an ambitious four-year project titled "*Living Legacies: collaboration, community & radicality*". This initiative aims to transform public engagement with iniva's unique institutional archive, which houses a wealth of material documenting the the practice of artists from the British Black Arts Movement of the 1980s and iniva's own history since 1994.

The project's primary objective is to open up this rich visual legacy to broader national and local audiences, revealing the stories of radical artistic practice from Global Majority, African, Asian, and Caribbean diaspora perspectives. By doing so, iniva seeks to create a 'living archive' that is open to future interpretation and accessible to new communities.

Key goals include:

- Cataloguing and digitising three significant collections of the archive
 - **The OVA (Organisation of Visual Arts) Collection** – A curatorial project that preceded and informed iniva's constitution run by artist Sunil Gupta in the 1990s.
 - **iniva's Exhibitions** - Archival Collections which document and tell the story of over 60 exhibitions created by iniva 1994-2023, including a focus on the touring exhibitions *Cities on the Move (1997-1999)*, *Rhapsodies in Black (1997)* and *Alien Nation (2006)*.
 - **Global Ephemera collection** – Archival ephemera from 1980+ collected by iniva's staff as part of their curatorial research, partnerships and connections, revealing exhibition histories that are unknown or lost and representing artists globally.
- Developing inclusive archiving practices
- Capturing oral histories from key practitioners
- Creating engaging public and community programmes
- Producing digital resources for widespread access
- Fostering partnerships with national institutions

By 2030, iniva aims to have engaged over 50,000 people with three key collections from its archive, significantly expanding its reach and impact.

PROJECT NEEDS

To successfully deliver this project, iniva has identified several areas requiring capacity building:

1. **Audience Development:** While iniva has an established audience of artists, cultural practitioners, researchers, and academics, this project needs to engage

with new local community audiences, particularly young people (16-25 years old) and older adults (65+) in Westminster, Lambeth, and Southwark.

2. **Copyright Management:** The project requires specialist knowledge to develop protocols for clearing copyright permissions, especially for the digital use of archival materials and the usage of audiovisual materials.
3. **Digital Accessibility:** A key focus is creating numerous digital outputs to enhance audience reach, including an accessible archive catalogue, research guides, exhibition guides, community programme outputs, and educational resources.
4. **Impact Measurement:** The project demands comprehensive evaluation across various new activities and team members, requiring both qualitative and quantitative assessment methods.

DEVELOPMENT PERIOD (JUNE 2024 - JUNE 2025)

The 13-month Development Phase is crucial for refining the project plan and testing key assumptions. Key activities include:

1. **Recruitment and Team Formation:**
 - Appointing a part-time Project Manager
 - Engaging four external consultants: Activity Planner, Copyright & Archive Consultant, Interpretation Planner and Evaluation Planner
2. **Audience and Stakeholder Engagement:**
 - Conducting audience analysis and user surveys
 - Consulting with staff, board members, volunteers and key partners
 - Engaging with local community groups
 - Running a pilot project with young people or older adults
3. **Planning and Strategy Development:**
 - Creating a framework for copyright clearance and Creative Commons licensing
 - Developing digitisation protocols and work plans
 - Designing volunteer and training programmes
 - Formulating interpretation strategies and storylines
 - Establishing an evaluation framework
4. **Document Production:**
 - Drafting key planning documents: Activity Plan, Archive Plan, Interpretation Plan, Volunteer & Training Plan and Evaluation Plan
 - Preparing the Delivery Stage application for the National Lottery Heritage Fund

The Development Phase will culminate in a review meeting in May 2025, with final document revisions in June 2025 and submission of the Delivery Phase application in August 2025.

COPYRIGHT INFORMATION

As a contemporary archive, iniva's collections are subject to important copyright considerations. This section outlines the key aspects of copyright management for the Living Legacies project:

Current Copyright Status

- All collections in the archive are protected by copyright law.
- Use of copyrighted work is generally permitted for non-commercial research purposes only, unless otherwise specified in our archive management system.
- iniva owns the copyright for a large portion of the archive through legal contracts and agreements.
- Some donated collections have external copyright owners, which may impact digitisation efforts.

Copyright Management Strategy

To address copyright challenges, iniva has implemented the following approach:

1. Development Phase:

- Appointment and engagement with a Copyright & Archive Consultant to:
 - a) Assess the current copyright status of collections
 - b) Advise on copyright clearance strategies
 - c) Develop protocols for managing copyright in the Delivery Phase

2. Delivery Phase:

- Appointment of a Copyright Clearance Officer to implement the developed protocols.
- Prioritisation of digitisation efforts based on:
 - a) Urgency: Focus on materials where future copyright clearance may be challenging (e.g. if artists are no longer alive or traceable)
 - b) Permission: Prioritise items where digital display and storage permissions have been obtained
 - c) Attribution: Ensure proper crediting of authors and intellectual rights owners in the archive management system

3. Relationship-based Approach:

- Leverage existing relationships with artists, curators, writers, and creative producers represented in the archive
- Develop a communication framework to engage with living artists or their estates for reproduction permissions

4. Best Practices:

- Create a comprehensive framework for copyright clearance during the Development Phase
 - Implement and refine best practices for copyright management throughout the project
5. *Digital Access Considerations:*
- Balance the goal of increased digital accessibility with respect for copyright holders' rights
 - Explore options for limited or controlled digital access where full public access is not possible due to copyright restrictions
6. *Documentation and Tracking:*
- Maintain detailed records of copyright status, permissions obtained, and any restrictions on use for all digitised materials
 - Regularly update the archive management system with copyright information

By implementing this comprehensive approach to copyright management, iniva aims to maximise the accessibility and usability of its archive while respecting the rights of copyright holders and adhering to legal requirements. This strategy will be crucial in achieving the project's goals of expanding digital access to the archive's rich cultural heritage.

DELIVERY PERIOD (JANUARY 2026 - MARCH 2030)

The four-year Delivery Phase will focus on implementing the plans developed during the Development Phase. Key activities include:

1. **Staffing and Training:**
 - Recruiting a core project team: Project Manager, Project Archivist, Community Engagement Producer and Archive Curator
 - Establishing an archive volunteer programme, archive traineeships, and placements programme
 - Forming a project steering committee
2. **Archive Management:**
 - Cataloguing three key collections: OVA collection, iniva's Exhibitions 1994-2023, and Global Ephemera
 - Digitising selected materials and creating research guides
 - Implementing copyright clearance processes
 - Connecting the catalogue with national partners
3. **Oral History and Podcast Production:**
 - Recording up to 20 oral histories from artists, cultural producers, and former iniva directors
 - Creating and distributing a 'Living Legacies' podcast series
4. **Public Programme:**
 - Curating four exhibitions at the Stuart Hall Library
 - Organising archive talks, reading groups, and partner events
 - Collaborating with national institutions for showcases and discussions

5. **Community Engagement:**

- Facilitating community archive groups
- Delivering workshop series for young people and older adults
- Creating digital resources based on community activities

6. **Educational Outreach:**

- Developing a CPD programme for teachers in training
- Creating digital lesson plans and a mobile archive resource
- Organising school visits and workshops

7. **Evaluation and Legacy Building:**

- Implementing ongoing evaluation processes
- Fundraising for programme elements and staff retention

Expected outcomes include:

- Increased public access to iniva's archive, both physically and digitally
- Enhanced understanding and appreciation of the British Black Arts Movement and iniva's legacy within the visual art sector
- Strengthened community engagement and intergenerational learning
- Improved resources for educators and researchers
- Expanded partnerships with national cultural institutions

PROJECT TEAM COLLABORATION

The success of this ambitious project hinges on effective collaboration among various team members and external partners. The core project team in the Development Period consists of the Project Manager and four external consultants (Activity Planner, Interpretation Planner, Copyright & Archive Consultant and Evaluation Planner). They will provide specialist expertise and contribute to the creation of comprehensive plans. Their insights will be integrated into the project's framework, informing the strategies implemented during the Delivery Phase.

Regular team meetings and clear communication channels will be established to facilitate information sharing and problem-solving. The Project Manager will oversee the coordination of different workstreams, ensuring that all activities align with the project's overall objectives and timelines.

The core project team in the Delivery Period consists of the Project Manager, Project Archivist, Community Engagement Producer and Archive Curator, who will work closely together to ensure the seamless integration of archival work, public programming, and community engagement.

Collaboration with partner institutions, community groups, and educational organisations will be crucial for expanding the project's reach and impact. The Archive Curator and Community Engagement Producer will play key roles in fostering these relationships and ensuring that diverse perspectives are incorporated into the project's activities.

Volunteers, trainees, and placement students will be integral to the project, supporting various aspects of archive management, digitisation, and public engagement. Their involvement will not only provide valuable assistance but also create opportunities for skills development and knowledge transfer.

Regular evaluation and feedback mechanisms will be implemented to assess progress, identify challenges, and make necessary adjustments throughout the project lifecycle. This iterative approach will allow for continuous improvement and ensure that the project remains responsive to the needs of its diverse stakeholders.

By fostering a collaborative and inclusive environment, iniva aims to create a dynamic and impactful project that not only preserves and shares important cultural heritage but also builds lasting connections between archives, artists, and communities.

KEY INFORMATION & TIMELINE

This timeline provides a structured framework for the project's progression, ensuring that all necessary planning and preparation are completed systematically before the commencement of the Delivery Phase. It allows for iterative development of key strategic documents, with multiple revision stages to incorporate feedback and learnings throughout the Development Phase.

Sub-Committee Meetings Dates

These meetings will serve as crucial checkpoints for reviewing progress, discussing challenges, and making strategic decisions throughout the Development Phase.

- 14 October 2024
- 3 February 2025
- 14 April 2025

Milestones

July – September 2024: Tender Process

- This period will focus on advertising consultancy roles, reviewing tender applications, and conducting evaluations and presentations.

October 2024: Consultants appointed

- The project team will be completed with the selection of external consultants, marking the formal commencement of the Development Phase.

January – March 2025: Pilot Project

- A short-term initiative will be implemented to test engagement strategies with target audiences, providing valuable insights for the full-scale project.

February 2025: 1st Draft Volunteer & Training Plan Due

- The initial draft will outline strategies for involving volunteers and trainees in the project.

March 2025: Deadline for the following:

- 1st Draft Activity Plan
- 1st Draft Archive Plan
- 1st Draft Interpretation Plan
- 1st Draft Evaluation Plan
- 2nd Draft Volunteer & Training Plan
- Drafts which will form the foundation of the project's strategic approach across various areas.

April 2025: Revisions

- 2nd Draft Activity Plan
- 2nd Draft Archive Plan
- 2nd Draft Interpretation Plan
- 2nd Draft Evaluation Plan & Evaluation Report

Revised versions of key planning documents, incorporating feedback and new insights.

May 2025: Development Phase Review Meeting

- A comprehensive review of the Development Phase, assessing progress and finalising strategies for the Delivery Phase.

June 2025: Final document submission

- Final version of Activity Plan
- Final version of Archive Plan
- Final version of Interpretation Plan
- Final Evaluation Plan & Evaluation Report
- Final Volunteer & Training Plan
- These documents will represent the culmination of the Development Phase planning and guide the implementation of the Delivery Phase.

August 2025: Scheduled submission of National Lottery Heritage Fund 2nd Round (Delivery Phase) funding application

- This marks the transition point between the Development and Delivery Phases, pending approval of funding.