

Arts Governance: Now more than ever



New Normal

For some organisations, near-term survival is the only agenda item. Others are peering through the fog of uncertainty, thinking about how to position themselves once the crisis has passed and things return to normal.

The question is, ‘What will normal look like?’

While no one can say how long the crisis will last, what we find on the other side will not look like the normal of recent years.”



Assumptions

- You have confirmed or adapted purpose statement
- You have clarified roles and relationships on decision making (engaged senior management, staff and “community”)
- You have developed and implemented a stakeholder engagement plan and are regularly communicating/updating
- You have created a flexible/agile approach to decision making (no set and forget approach)
- **Be bold and creative** – now is not the time for “stiff upper lip”



This is the perfect time to be conducting scenario plans

Step one – From your PESTLE what are your key risks – This can be done any way –

- Time, cost, resources or
- Physical, Technical, Environmental etc

e.g. Time –

schedule overruns

extension of closed borders

regional staged unlocking



For more information [CLICK](#) button

Each of the five core dimensions represents an aspect of an organisation's overall artistic health.



ART



ARTISTS AND SECTOR



AUDIENCES



COMMUNITIES



SOCIETY AND CULTURE

Across all five dimensions, an artistically vibrant organisation strives to be relevant; work with integrity; demonstrate quality; be distinctive and critically reflect on its work



RELEVANCE



INTEGRITY



QUALITY



DISTINCTIVENESS

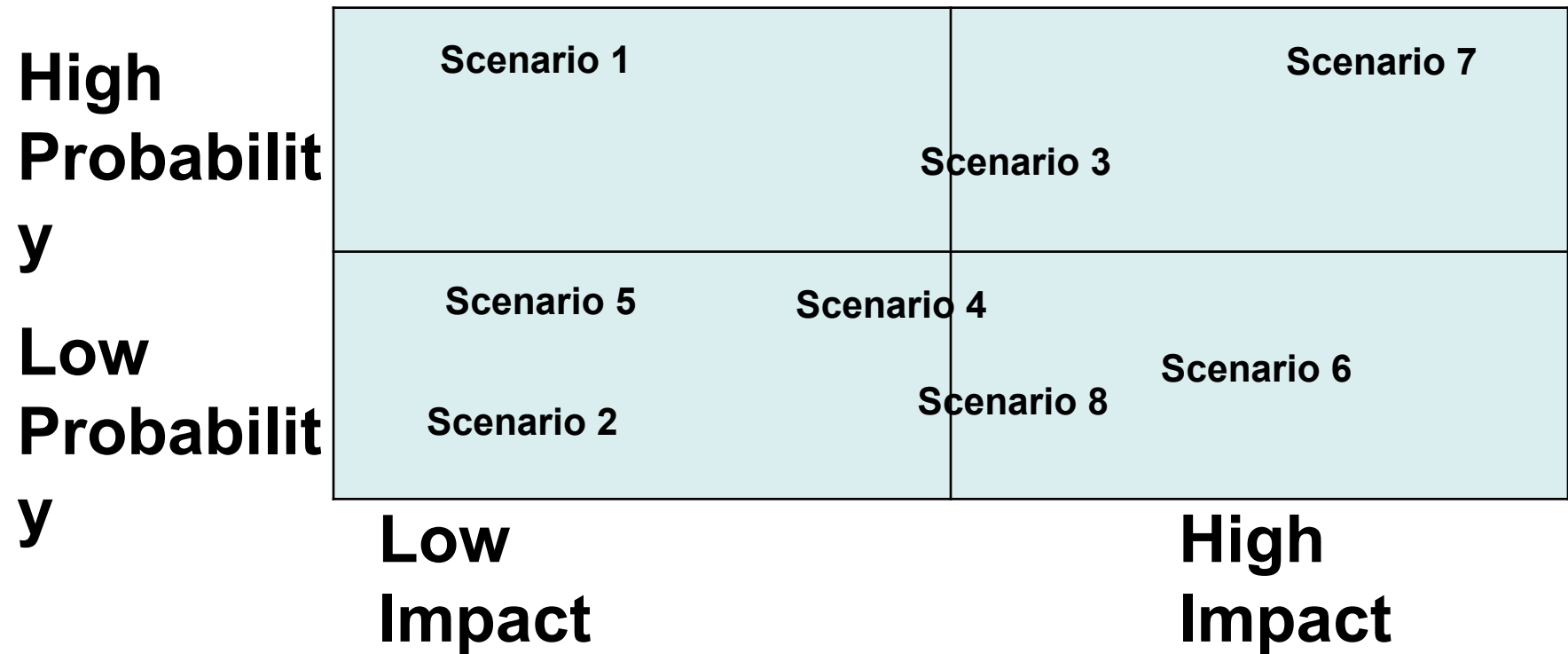


LEARNING

	DAY ONE	THREE MONTHS	SIX MONTHS	TWELVE MONTHS
GREAT ART				
GREAT ARTISTS				
ENGAGED AUDIENCES				
ENGAGED COMMUNITIES				
VIBRANT SOCIETY & CULTURE				

Step Two – Prioritise the Risks Based on Impact

Once you have created a list of the possible scenarios (risks) start prioritizing them based on the threat they pose.





Ask yourself and your team these questions:

- What is most important right now?**
- What might we be missing?**
- How might things unfold from here, and what could we influence now that could pay off later?**



Step 3: Create contingency plans for each scenario
- separate plans that outline the actions you need to take in case the risks you identified earlier occur.

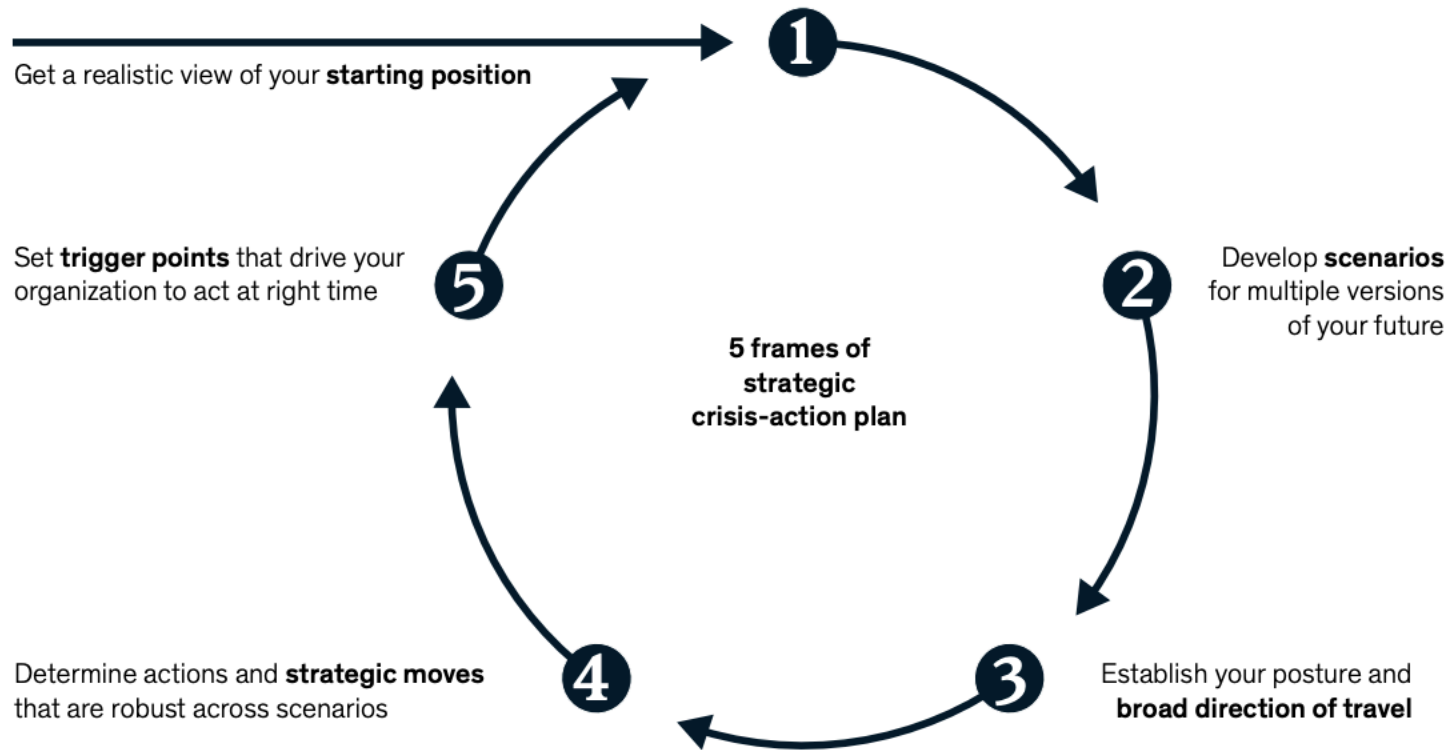
Consider what needs to be done in order to resume “normal” operations after the impact of the event.

	Risk	Probability	Preparation	Response
Scenario 1	Low Attendance	High	Updated List Regular updates	Pre sell Validate 4 weeks out
Scenario 2				



Exhibit 5

An agile plan-ahead team can offer quick responses to rapidly changing circumstances, using five frames.



Getting ahead of the next stage of the coronavirus crisis, The path to new normal McKinsey May 2020



“Never let a good crisis go to waste? ”

"With great risk comes great reward." -
Thomas Jefferson