



## Renaissance 2: Synopsis

### SUMMARY

Over the next years, funding for the Arts from Government and the Lottery can be predicted either to stay at current levels or, more probably, to diminish. This will lead to increased difficulty in funding new and innovative productions, and supporting successful exhibitions and maintaining crumbling buildings.

In *Renaissance 2* we are looking for a different approach to generate new thinking and relationships that will provide Arts communities with new funding, new personal development possibilities and more effective infrastructure. We envisage a short series of powerful, facilitated working meetings that will together key talents from the Arts, Heritage, Tourism and business communities.

The objectives of *Renaissance 2* include:

1. Identifying new sources of income for the long-term good of Scotland's diverse Arts culture by building new relationships at higher levels between the Arts and Tourism, Business, Heritage and Local people.
2. Building existing development opportunities more powerfully so that Arts people can benefit from successful business practices.
3. Exploring how year-on-year costs in the Arts can be reduced through enhanced synergies from common service approaches (e.g. planning, internet development, marketing, security, management training)
4. Delivering a practical survival roadmap for Arts organisations to develop options to manage their activities better.

The first step is to carry out a 20 day Project Scoping Study that will detail the project plan, goals, processes, deliverables, success measures, risks and their mitigations, costs and personnel. This will culminate in an application for funding of the main project.

### WHY?

Every day it seems, major Arts institutions face one crisis after another - we hear that ongoing productions cannot take place because of lack of funding, that a new roof is needed desperately, and that the fabric of one of our Arts buildings is crumbling.

One of the biggest problems facing all of us in the UK nowadays is how to divide the national wealth between the many different priorities. UK, National and Local Governments have to



make stark choices - recent debates on health, education, defence and transport illustrate the point. Less high-profile areas such as the Arts are inevitably under pressure. Indeed it is not difficult to imagine that, over time, government sources of funding for the Arts, already stretched to the limit, will continue to dwindle.

This is despite the important achievements made over recent years with funds from the National Lottery - though future forecasts for Lottery funding are set to decline. We have great festivals and artistic promotions, but when we look around our cultural and artistic heritage we see evidence of under-funding that limits the quality of our infrastructure and performance. If our Arts can do better, our Business, Tourism and Pride in ourselves can also be enhanced (note that Scotland's tourist industry is currently estimated to be worth at least £2.5 billion per year).

### **WHAT?**

*Renaissance 2* is about reversing these trends. It is about building a new spirit of entrepreneurship in the Arts to generate new sources of income and manage what there is much better so as to reduce dependency on government sources of funding for the longer term (say five to twenty year timescale).

*Renaissance 2* is NOT about lobbying to increasing government sources of funding - this avenue we leave to political debate and politicians.

*Renaissance 2* is an innovative, non-party political programme that will bring together a wide cross-section of the community under expert guidance and facilitation to identify real actionable opportunities to create alternative income streams for the Arts.

It will lay down a framework to allow future funding to be less dependent on government sources. *Renaissance 2* will not make policy - that is the role of Government and Arts Councils - but will create action plans that Board-level officers of Arts organisations can implement to bring about changes in organisational performance and introduce attitudes and behaviours that will promote self confidence and ambition to succeed in the future climate.

### **HOW WILL IT WORK?**

The *Renaissance 2* programme will bring together energetic expert people from the Arts, Heritage, Business, Tourism and Government. Ideas from other disciplines and countries will be sought and other models contributed. Scottish Arts Council will provide financial and leadership support, Lean Team Resources will provide facilitation and Project Management leadership.

A vital ingredient in the programme will be the way it is facilitated to include the right mix of expert input, emergence of creative ideas and consolidation into constructive and achievable action.

Looking at the success of (say) the Edinburgh Festival and the City of Culture awards as examples, we believe it may be possible to capitalise further on synergies between distinct Arts, Heritage, Business, and Tourist activities.



For example, it might be possible to pool resources to a greater extent and to provide more effective planning and management systems to reduce costs and eliminate waste. Defining common services and processes is a potential area for collective and aligned action. Our experience with the Arts recognises that there are diverse values, interests and preferences from one organisation to the next. It also recognises that there are levels where commonalities and better integration might benefit the same organisations.

The programme will be run as a project and is expected to take 12-18 months in 2003 and 2004 and will cover Scotland. Experience gained during this project could be applied to the rest of the UK in future. An initial period of detailed planning and inclusion of key people to shape the work will be followed by a series of facilitated events and completed by publicity and roll out of the results through the regions.

## **COSTS**

*Renaissance 2* will be successful from the way it plans to include people from a wide cross-section of experience in a way that brings out their energy and involves them as part of the solution. Several events are envisaged as part of the programme and it will be important to build interest, publicity and awareness. Planning and excellent organisation will contribute to success.

The full programme is expected to cost several hundred thousand pounds and detailed budgets will be required as Project plans are developed. The benefits will be a substantial boost to the quality of Scottish cultural life and future of the Arts.

To move this from an excellent idea to a fully scoped proposal we propose carrying out a Project Scoping Study. This Study will detail the project plan, goals, processes, deliverables, success measures, risks and their mitigations, costs and personnel. It will also investigate potential sponsors for the main project (e.g. Arts and Business, Heritage Scotland, and the Business community) and culminate in an application for funding of the main project. Estimated costs for the Project Scoping Study are £25,000 and we envisage that Scottish Arts Council would be the sponsor.

## **WHO ARE WE?**

Lean Team Resources are professional project facilitators practiced at working both with established 'blue-chip' organisations and start-up enterprises. We enable organisational performance improvement where organisations are faced with complex projects. We believe that Scotland's talents can be released into productive action through working to a brief that inspires new thinking of how to survive the future and still create excellence and world-class cultural events.

Our leader is Mike Morrison, Chairman of Peacock Visual Arts and Board Member of the Aberdeen Citadel Company. Last year he was nominee for UK Business and the Arts Volunteer for the year. Bill Henderson, one of our Senior Consultants, is a highly experienced facilitator who, apart from having extensive 'blue-chip' client base, has also worked with Arts groups. Our secretary is Duncan Reid who will administrate the Project Scoping Study.

Contact Details

Leader: Mike J.C. Morrison, *Renaissance 2* Leader  
e-mail: <mailto:mjcmorrison@leanteamresources.com>  
website: [www.leanteamresources.com](http://www.leanteamresources.com)  
telephone: 01224-638885

Consultant: Bill Henderson  
e-mail: <mailto:bhenderson@leanteamresources.com>

Secretary: Duncan Reid  
e-mail: <mailto:duncanfreid@onetel.net.uk>