

WHAT IS RESILIENCE ANYWAY?

A review of literature, the 'state of the nation' and views of the future to 2030

More than 1100 online responses and more than 100 in-person contributions

Commissioned by Arts Council England (all views our own)

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Co-author, *What is resilience anyway?*

Golant Media Ventures

Innovation for creative and cultural enterprises

 the audience agency

WHAT IS GOLANT (MEDIA VENTURES)?

An innovation agency working across the cultural, creative, public and third sectors

- Innovation and digital
- Resilience – enterprise & new business models
- Evidence-based decision-making – and data
- Design thinking – experience design, user-centred design

Since August 2018, the enterprise arm of The Audience Agency



WHAT IS THE AUDIENCE AGENCY?

A UK-wide charity

- Arts Council England Sector Support Organisation
- providing sector intelligence and audience insight to Arts Council Wales, Creative Scotland and its funded organisations

Purpose

- Helping the cultural sector to build reach, relevance & resilience through research and insight
- Giving the public a voice in shaping a vibrant, relevant culture

Audience Finder – the largest cultural engagement dataset in the world

WHAT IS RESILIENCE?

Your answers first

Speed writing exercise...

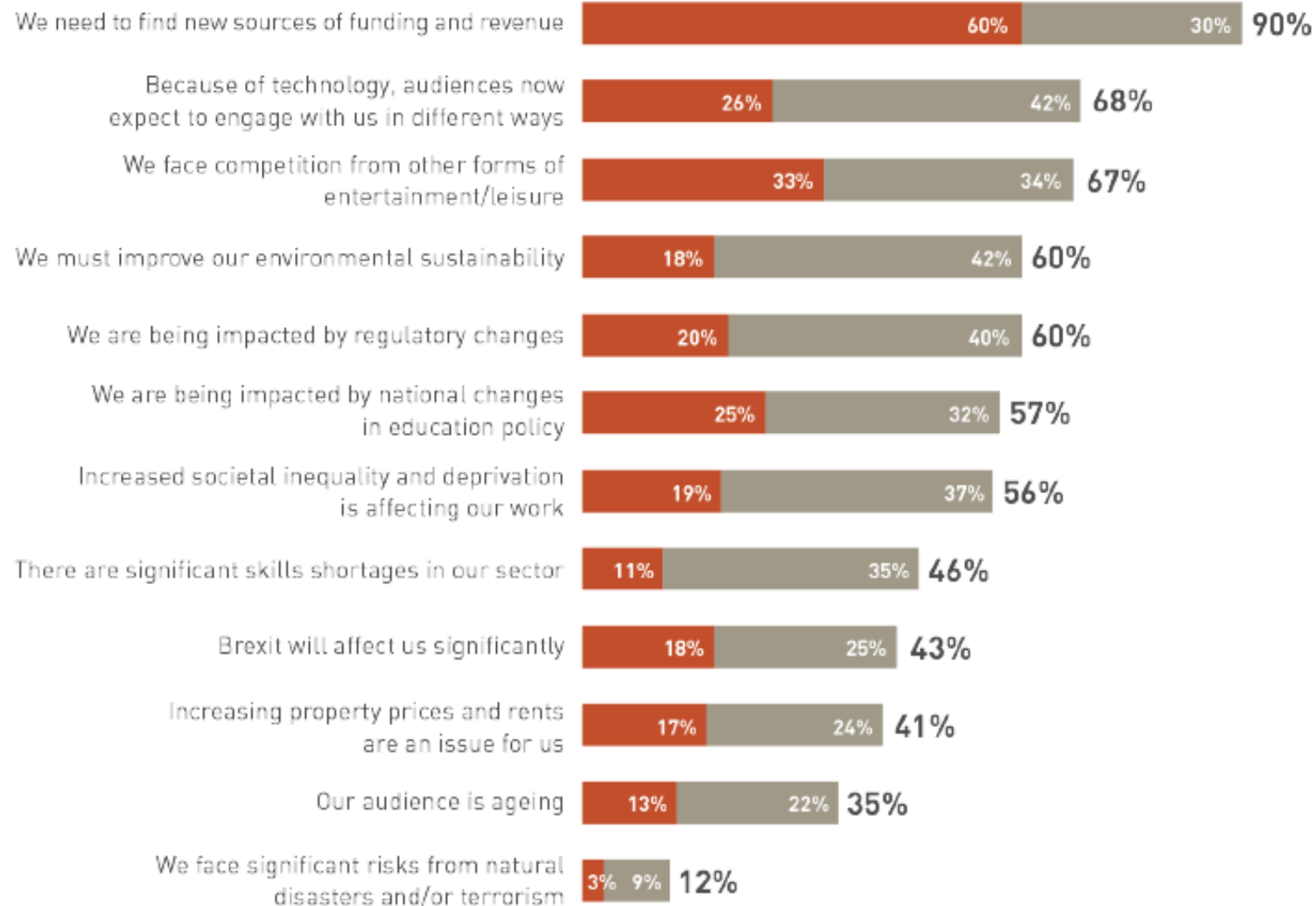
WHAT IS RESILIENCE?

Being able to respond effectively to changes, threats, shocks and opportunities

With two paired meanings:

- “Bouncing back” – survival, endurance, strength, returning to prior state, preserving core mission and goals (more negative)
- “Bouncing forward” – thriving, evolving, prospering, developing mission and goals in light of changed circumstances (more positive)

RESILIENCE TO WHAT?



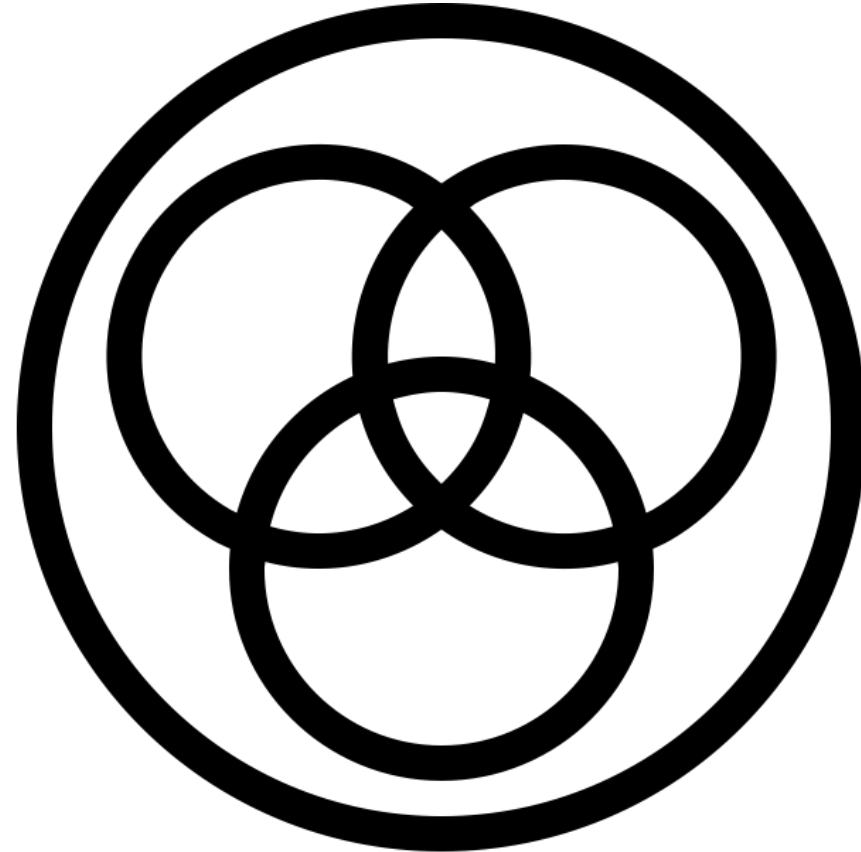
RESILIENCE OPERATES ON MULTIPLE LEVELS



Created by sandra
from Noun Project



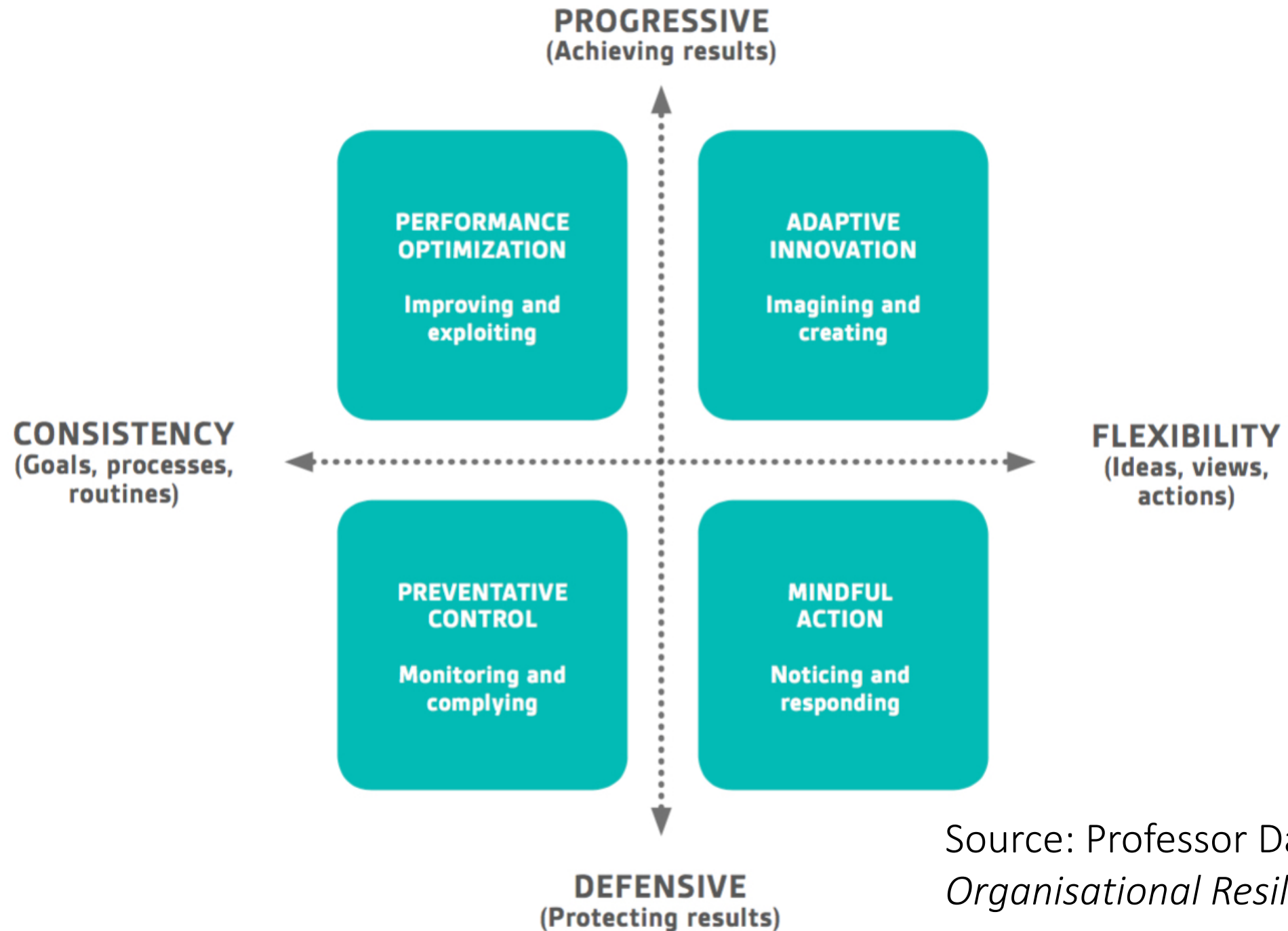
Created by Joris Hoogendoorn
from Noun Project



Created by Rflor
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Source: Professor David Denyer
Organisational Resilience

INTEGRATIVE/DISINTEGRATIVE

“Performance and growth requires consistency, efficiency, eliminating waste, and maximising short-term results. Performance driven organisations tend to have clear boundaries, goals and performance measures, clear relationships between individuals, teams and organisations, strong systems that ensure consistent repetition, and a task oriented culture.”

“Adaptation requires foresight, innovation, experimentation, and improvisation. Adaptive organisations tend to have strong learning and knowledge management systems, flexible structure and an idea oriented culture.”

Source: Annabel Jackson Associates, *Ideas on conceptualising resilience* (2010)

CAN YOU SPARE SOME CHANGE?

EmcArts, *Somewhere Becoming Rain: Adaptive Change is the Future of the Arts*

- Organisations have shared assumptions and paradigms about the world – but these are also the traps they get stuck in
- “Achieving innovation... depended not on seeding the field with new ideas, but on addressing the endlessly recurring hurdle of how to get traction for the best of those ideas.”
- “The confusion between creativity and innovation leads to the false belief that innovation, like lightning, strikes uncontrollably and randomly, and therefore cannot become a genuine institutional capacity.”
- Attempts to innovate get eroded by “busyness” very quickly – unless embedded in a “robust program framework”

Responding to change

- “Understand and be quick to respond to technological changes”
- “Responsive - to changes in the external environment”
- “How it responds to change - ability to think the unthinkable, more than just “new ideas”
- “Looking outside its day-to-day to the wider world and the changes happening there”
- “Has the capacity to learn about external changes and can share these across the organisation”
- “Keeping pace with changes in the external environment (e.g. digital change?)”

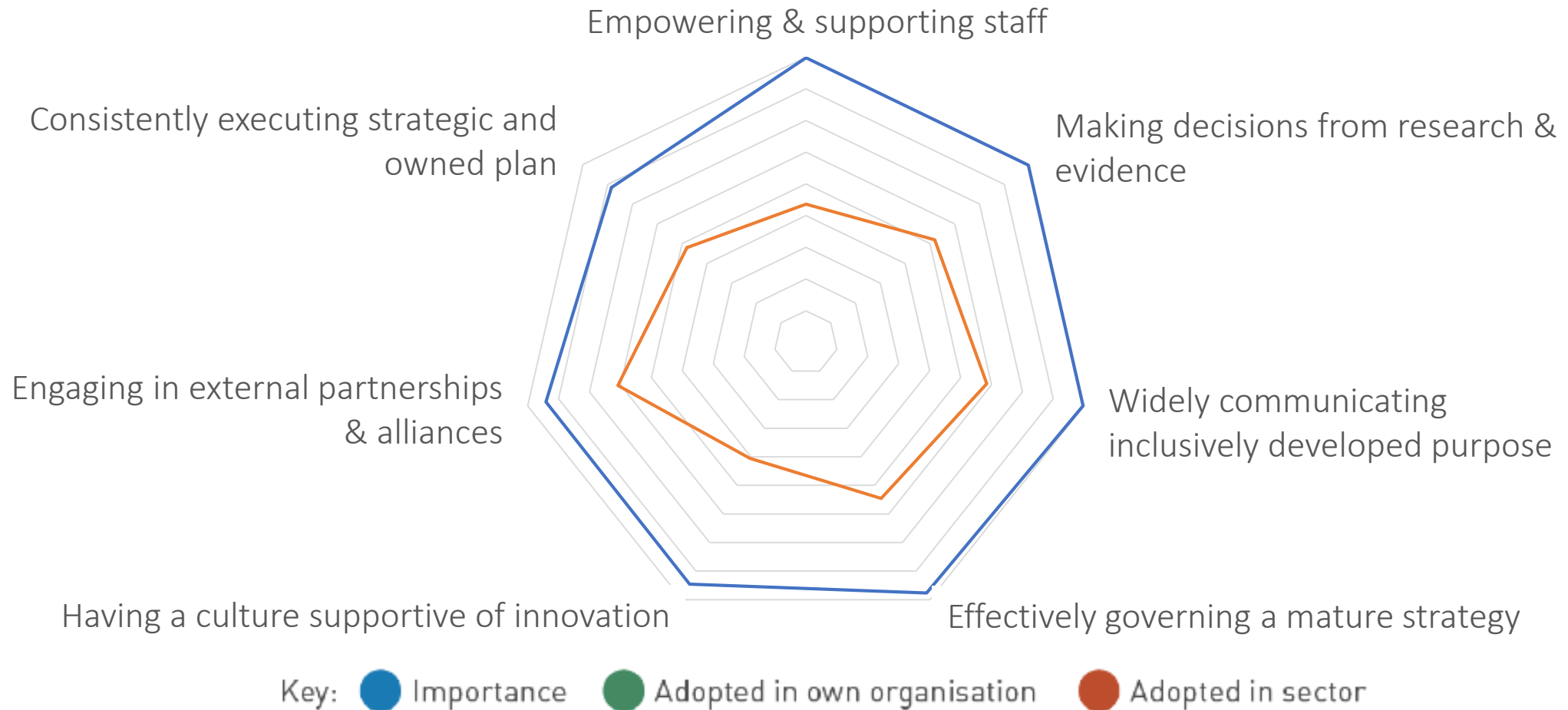
What else...?

- “Ability to say no to Artistic Director”
- “Strength to stick to artistic or social purpose despite funder demands”
- “Is not afraid to challenge funders/policy makers”
- “Questioning the inbuilt assumptions of powerful players in the sector”
- “Guts”

And for what it's worth:

- “Most of the [behaviours you suggested] are the kind of arts-bollocks spoken by people who like to talk about resilience!”

BEHAVIOURS THAT BUILD RESILIENCE

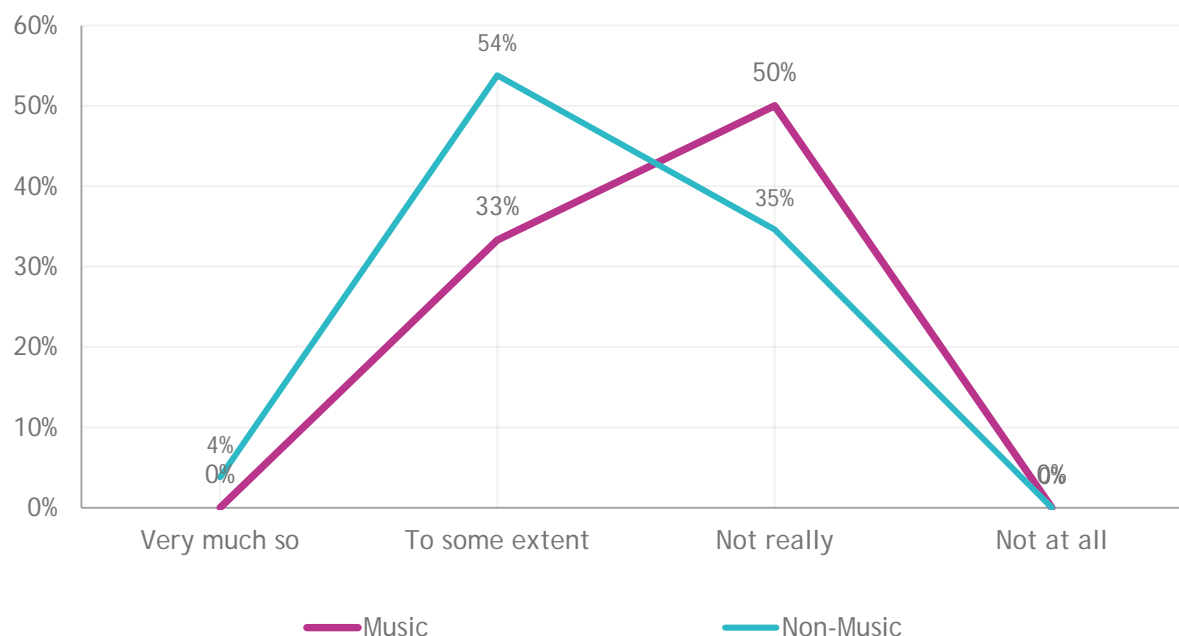


BEHAVIOURS THAT BUILD RESILIENCE

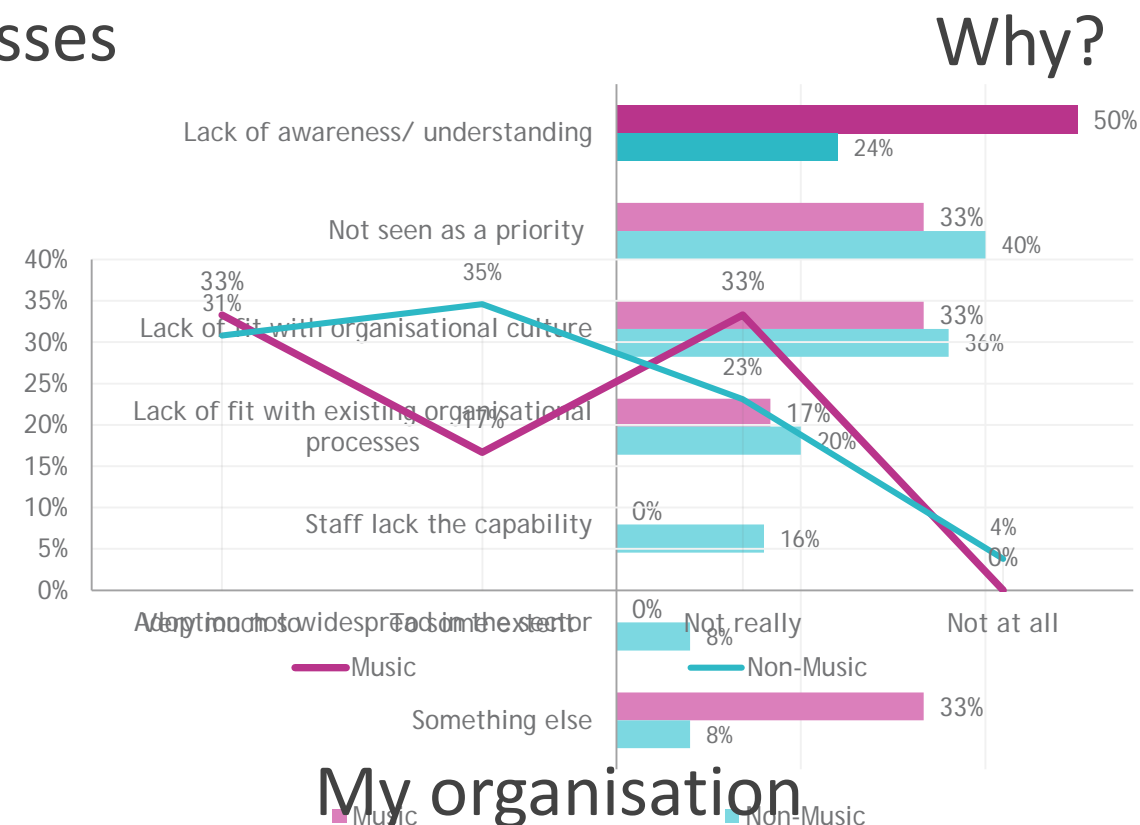
RESILIENT BEHAVIOURS	HIGH IMPORTANCE	HIGH ORGANISATION ADOPTION	HIGH SECTORAL ADOPTION
Respond to the needs of audiences, customers, visitors, users...	83%	32%	14%
Make the most of assets	83%	30%	9%
Allocate resources to staff development	66%	18%	3%
Diverse portfolio of product offerings, services and income streams	61%	38%	10%
Take part in a range of networks	58%	54%	30%
Consistent processes	35%	31%	3%

WHERE IS MUSIC DIFFERENT?

Creating and following consistent processes

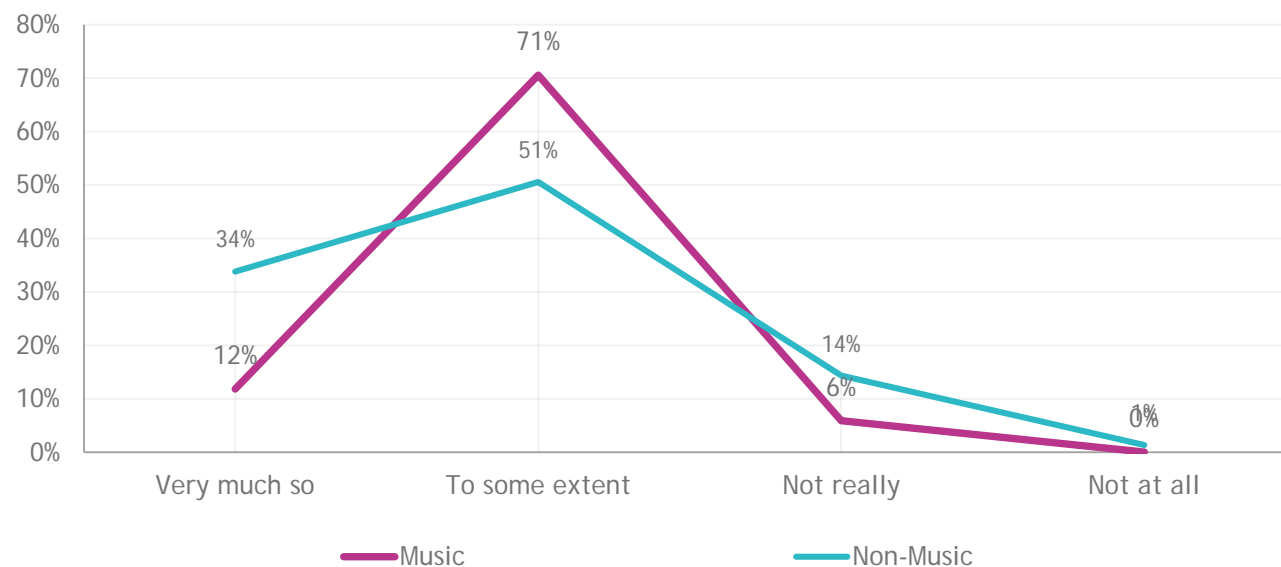


Other organisations



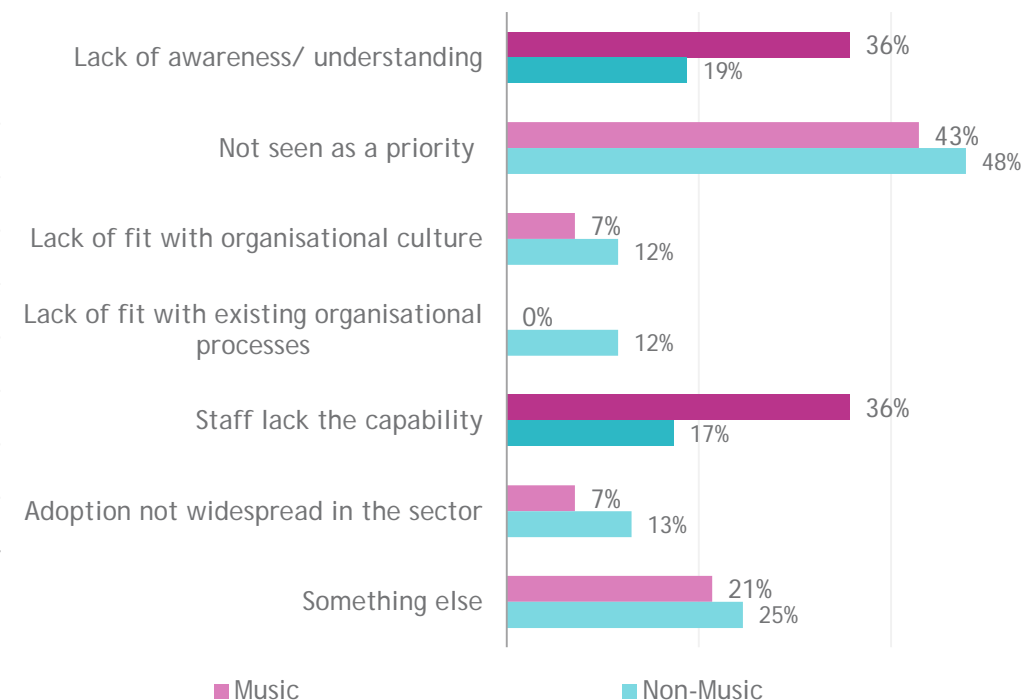
WHERE IS MUSIC DIFFERENT?

Taking part in a range of networks



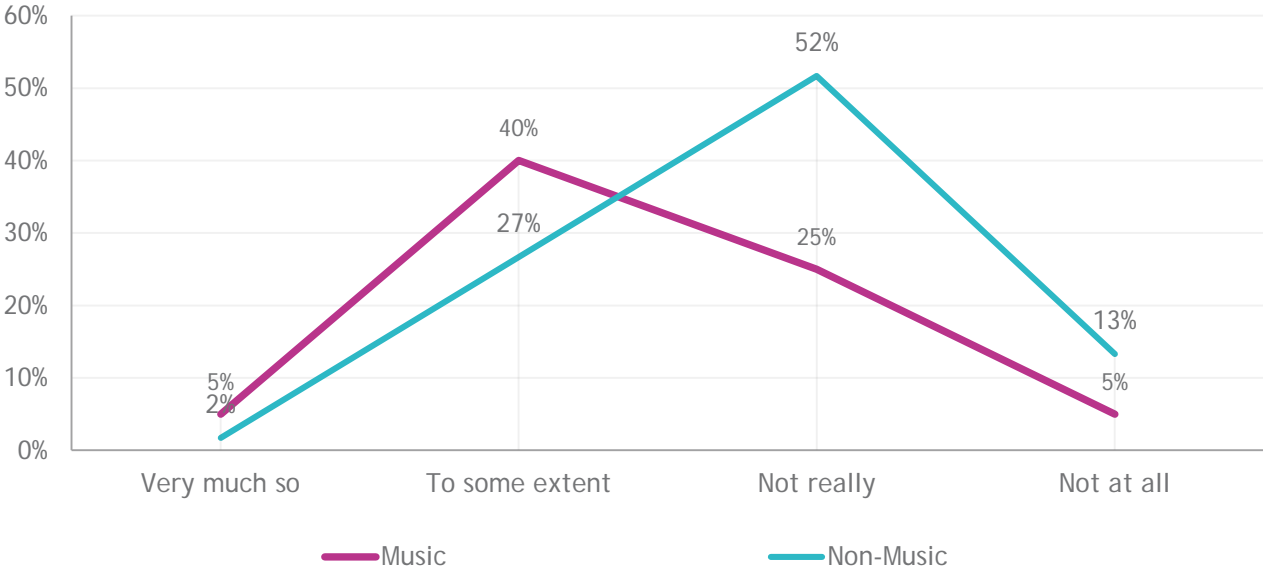
Other organisations

Why?



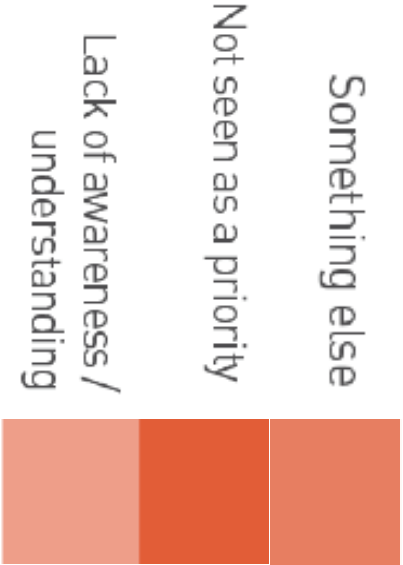
WHERE IS MUSIC DIFFERENT?

Allocating resources to staff development



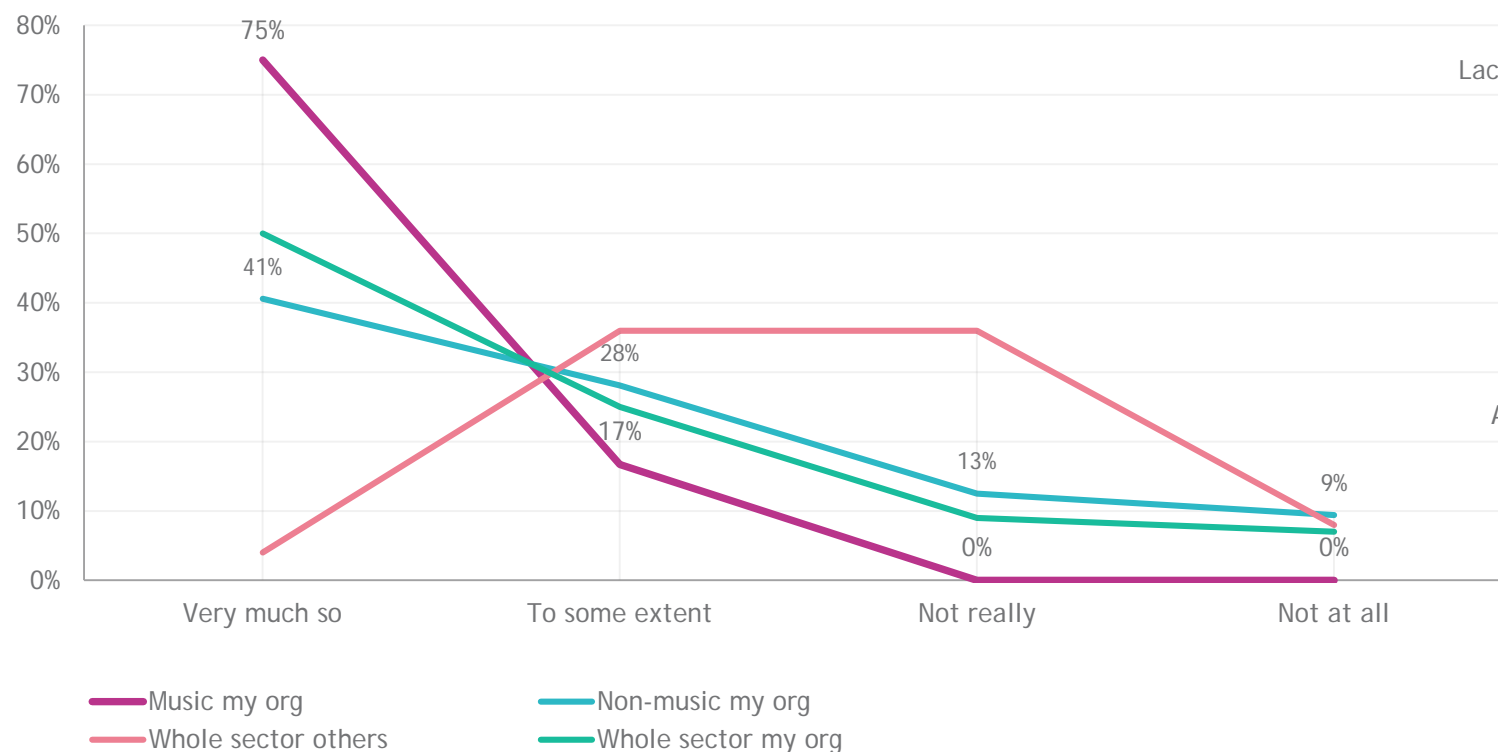
Other organisations

Why?

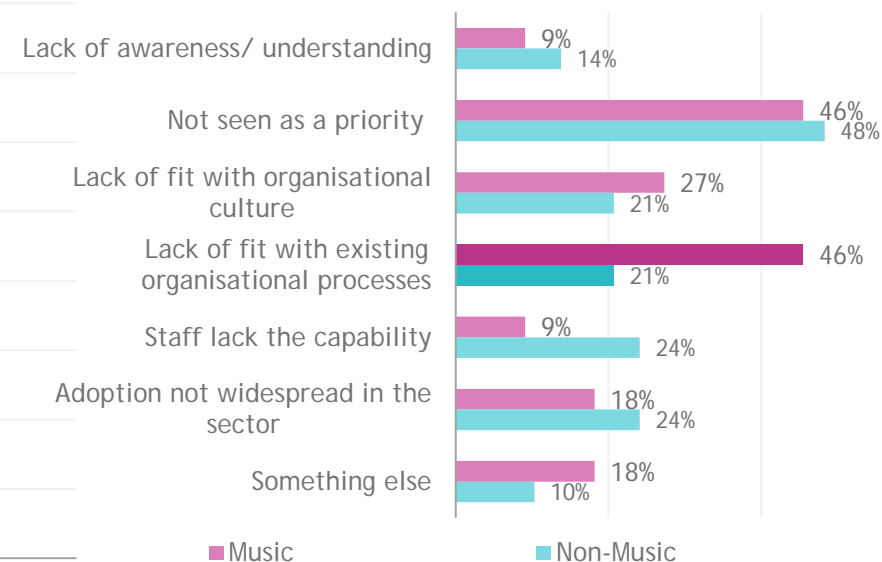


WHERE IS MUSIC DIFFERENT?

Making management accessible to staff



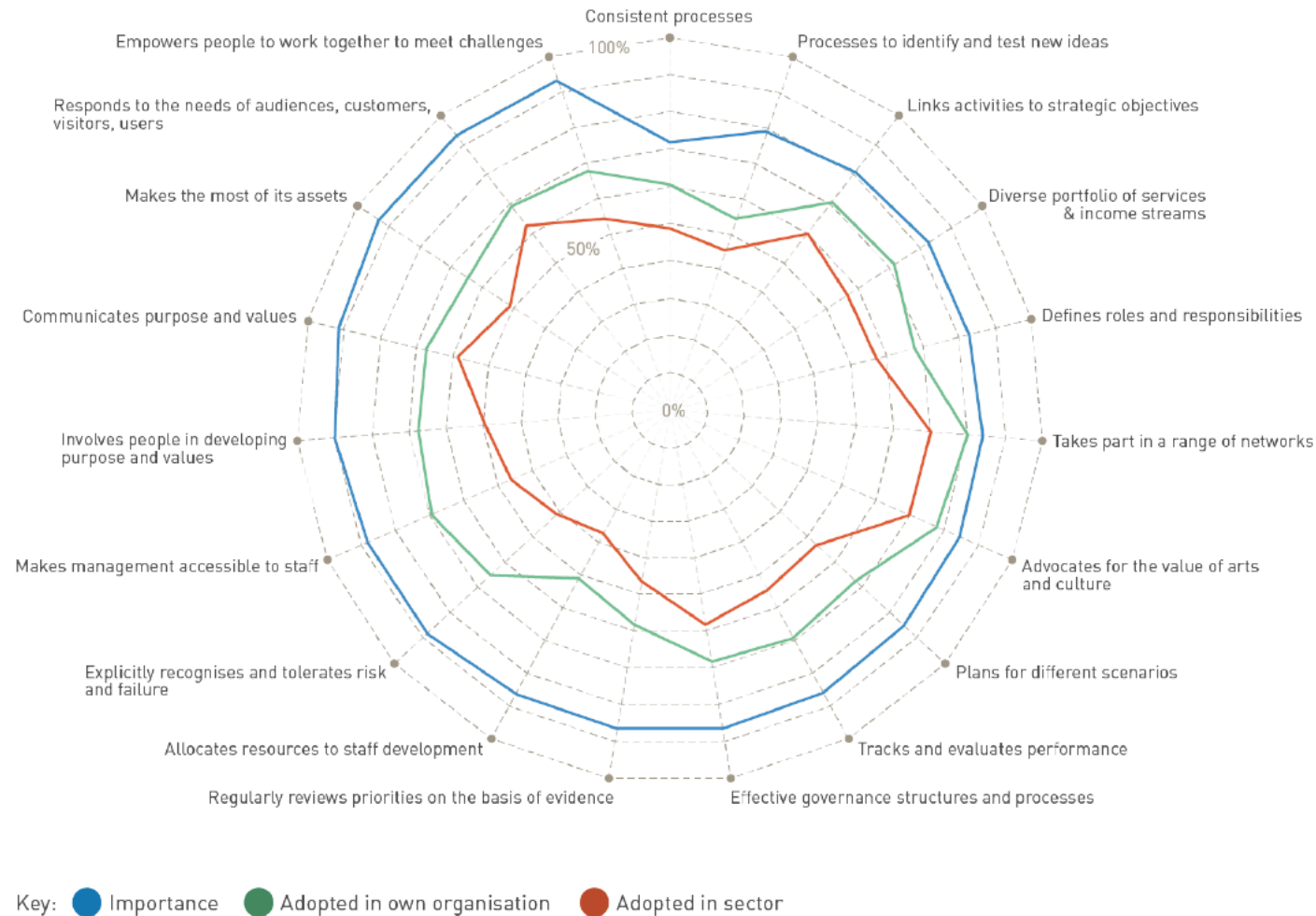
Why?



DIFFERENT UNDERSTANDINGS OF RESILIENCE

- Senior staff (CEO/Director/Senior Management/General Manager) far more likely to think resilient behaviours adopted in their organisation
 - ‘Creating and following consistent processes’ – 60% of senior staff said this had very much been adopted, compared to only 22% of other staff.
- Senior staff more likely to be 'very familiar' with resilience (47% v 27%)
- Staff in non-profit organisations more likely to be 'very familiar' with resilience (37% v. 30%)
- Staff in large organisations much more pessimistic about their organisation's adoption of certain behaviours – and not all about the difficulty of working and collaborating at scale

SELF-ASSESSMENT OF BEHAVIOURS



LONG-TERM THINKING

Resilience is about the future

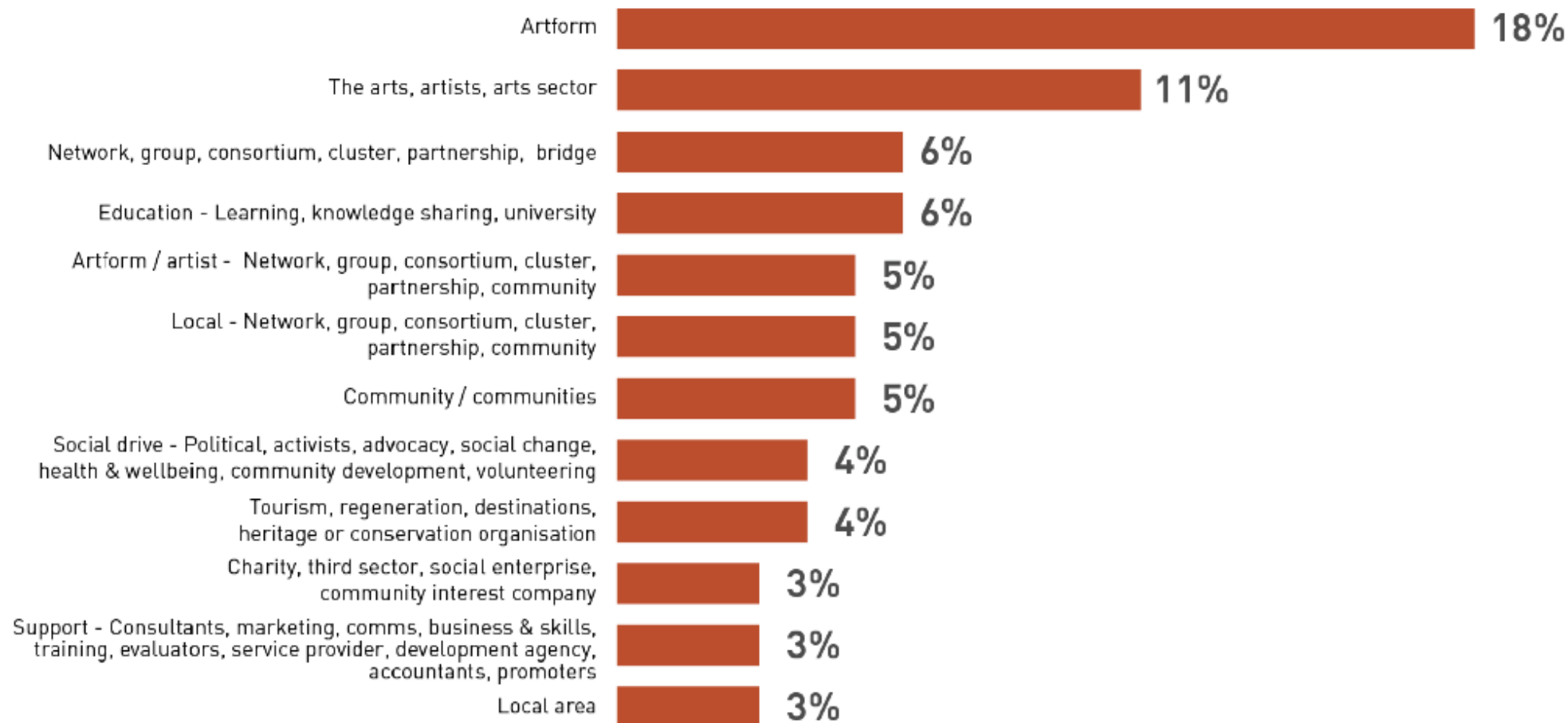
We recommended

- regular horizon-scanning for the sector
- developing scenario planning capacity in policymakers/leaders

Combined score	Ranking	Topic
20.00	1	Brexit
19.00	2	Changes to behaviours/habits/society resulting from digital technologies
12.00	3	Climate change/environmental sustainability
12.00	4	Rise of populism/extremism/religion
6.00	5	Austerity and breakdown of capitalism
5.33	6	Changes to payment mechanisms
5.00	7	Growth/rise of experience economy
4.33	8	Antibiotic resistance

Most significant external factors impacting on cultural sector, *What next for resilience?* A conference of 70 leaders from the cultural sector, Birmingham, Jan 2019, in association with Culture Central and Birmingham Hippodrome

WHAT IDENTITY GROUP ARE WE IN?

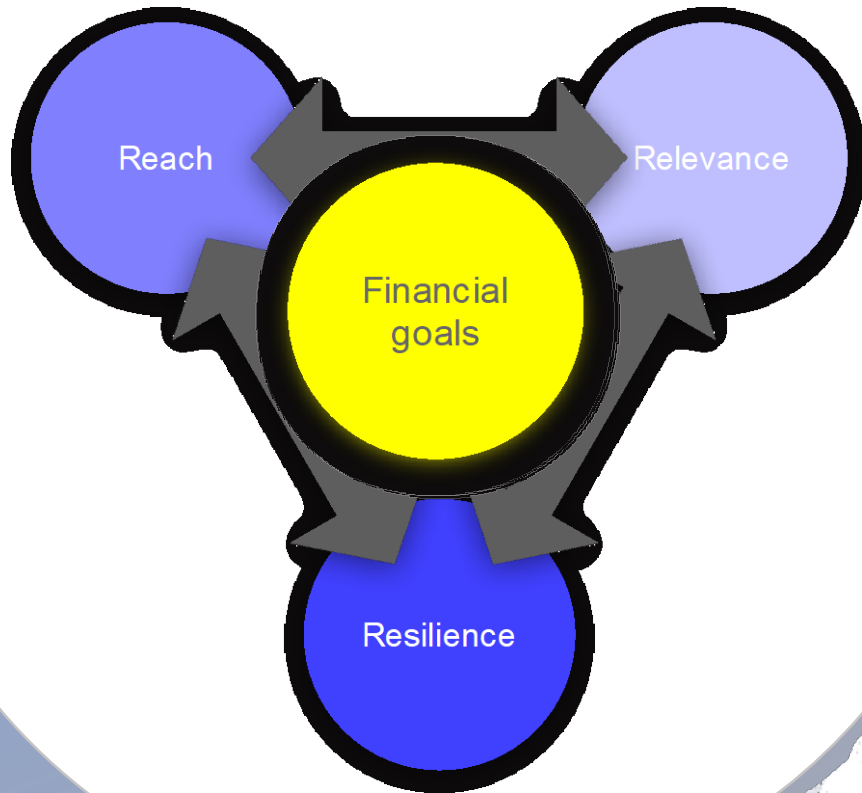


WHAT IDENTITY GROUP ARE WE (NOT) IN?

Region	2%
Demographic group - Age, gender identity, BAME etc, deprivation, disability	2%
Government, local authority, public sector, chamber of commerce	2%
Creative industries / sector - including digital	2%
NPO / ACE funded	2%
Association / membership organisation	2%

Geographical category - Rural, coastal, place	1%
National - Network, group, consortium, cluster, partnership	1%
Touring / producing	1%
Commercial sector or market	1%
Regional - Network, group, consortium, cluster, partnership	1%
Funders	1%
Venue vs. non-venue	1%
Diversity	1%
Leisure / entertainment	1%
Academia / research	1%
Independent	1%

THE 3 RS – A HOLY TRINITY?



Resilience **depends** on reaching people and providing relevant experiences, services and products

But without resilience you don't get **continued, long term** achievement of reach and relevance (and thereby mission)

And you don't get to be resilient **just** by having a bold mission, artistic excellence, experienced by many, delivering public benefits...

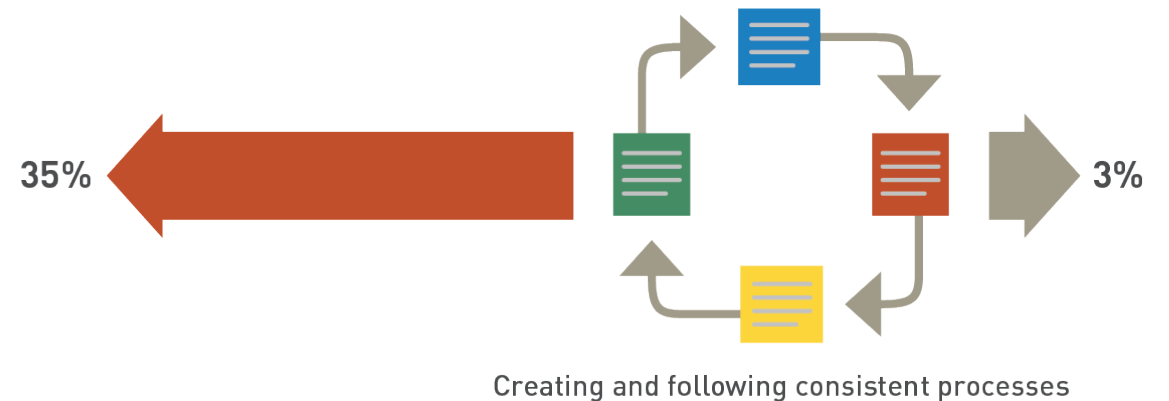
DOING THE BORING STUFF

Reducing costs in ways that don't reduce resources or impact

Process and role redesign – new ways of working and systems

Shared services, procurement, resources, systems

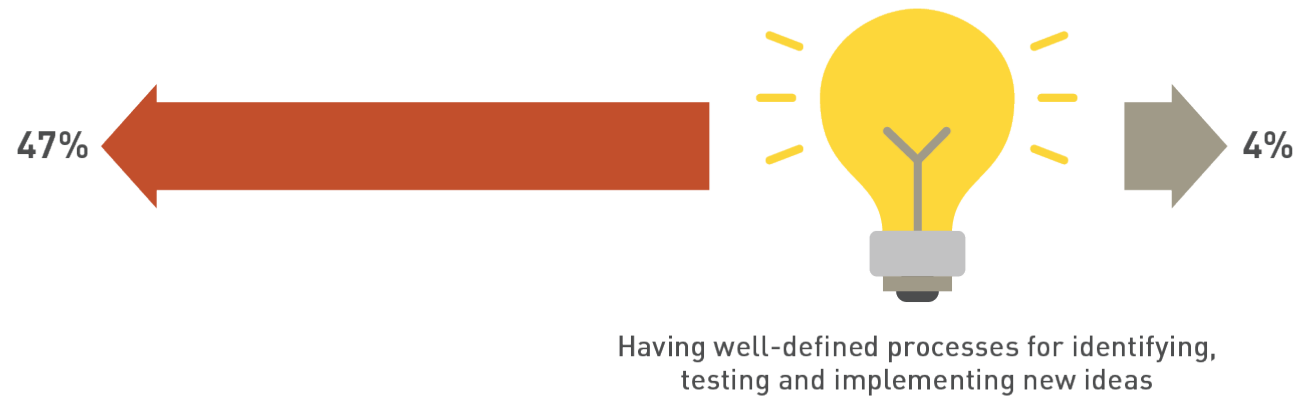
Smart use of digital and data beyond marketing, e-commerce & the art



Key: ● Very important ● Very much adopted in the sector

DOING THE BORING STUFF

Investing in innovation – decision-making from evidence, strategically aligned

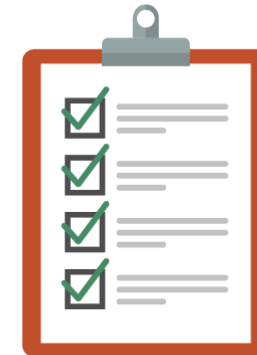


Key: ● Very important ● Very much adopted in the sector

DOING THE BORING STUFF

Strategic focus – pruning business plans, stopping lower value habits

54%

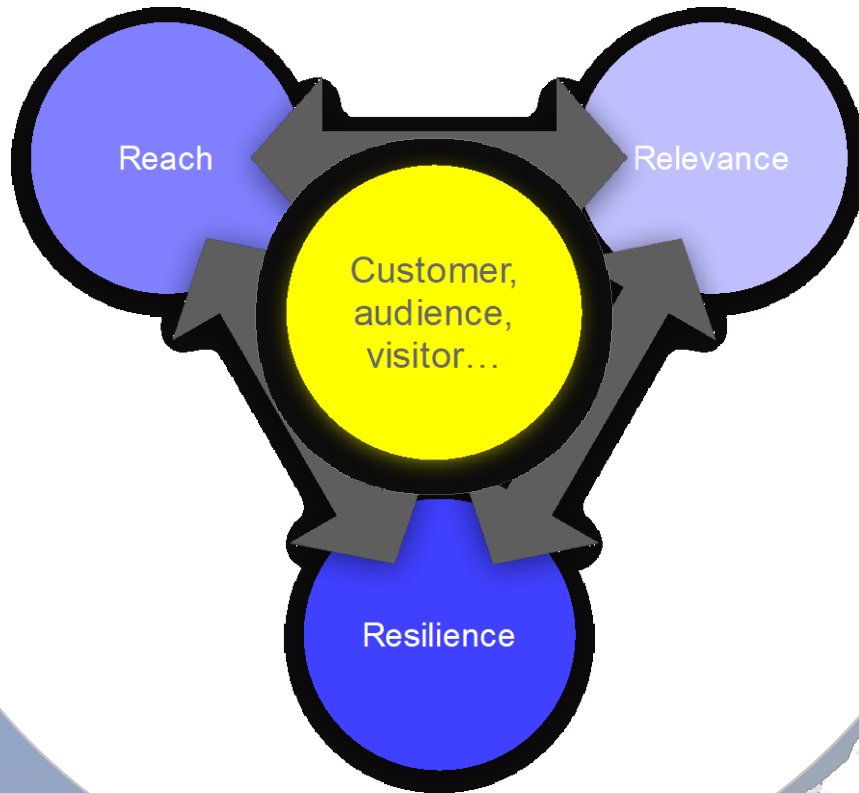


12%

Linking each activity to strategic objectives

Key:  Very important  Very much adopted in the sector

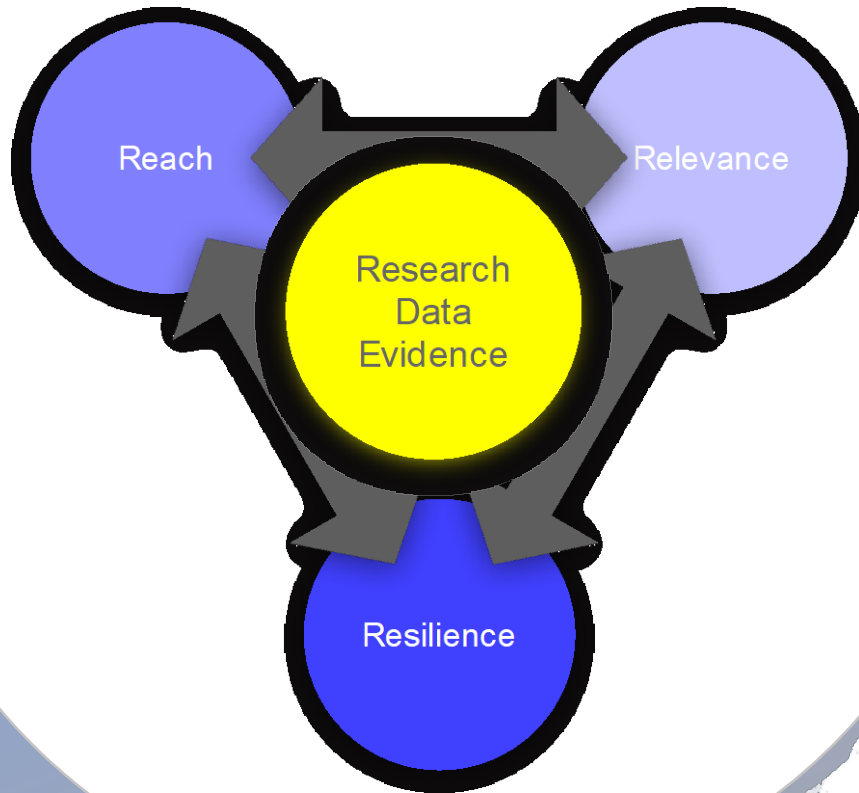
CUSTOMER-, USER-, AUDIENCE-CENTRIC



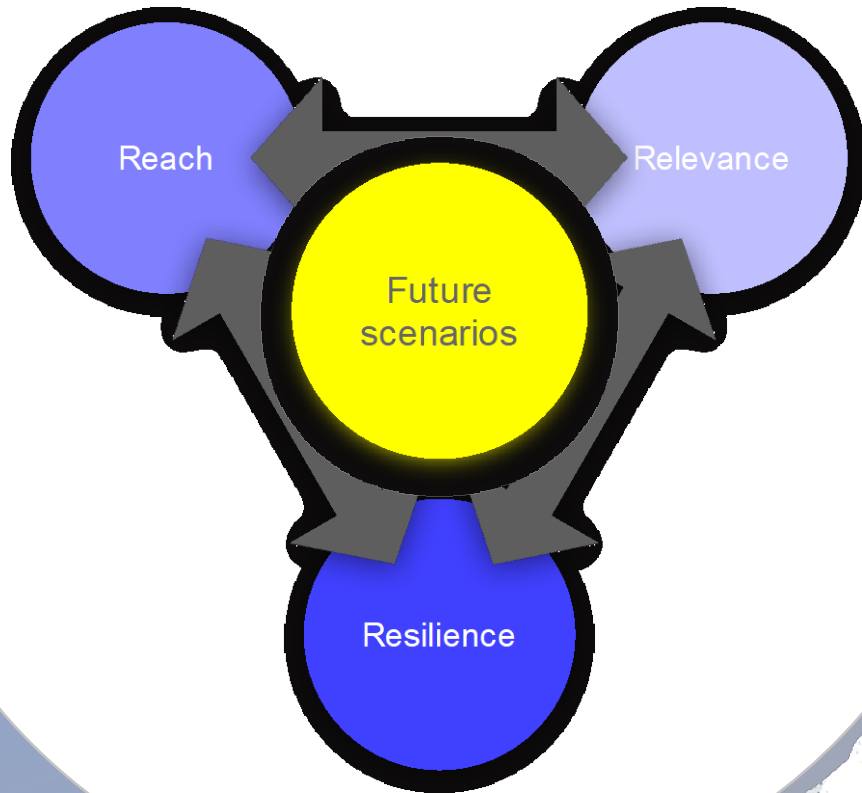
Co-design, co-creation of...

- Mission
- Programme (artistic, learning)
- Funding priorities/decisions
- Cultural policy & strategy

BASED ON FACTS



UNCERTAIN AND DIFFERENT FUTURES



WHAT NEXT FOR YOUR RESILIENCE?

1 thing to do this week

1 thing to do by end July

1 thing to do by end of 2019

WHAT IS RESILIENCE ANYWAY?

Thank you!

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