

**SOCIAL ENTERPRISE/COMMUNITY INVESTMENT COMPANY DEVELOPMENT: EXECUTIVE SUMMARY**

This report summarises the core ideas developed over a period of nine months to identify how Waveney and Blyth Arts could enrich its values, vision and aims to achieve sustainability over a five year period. The formation of a Community Interest Company (CIC) Limited by Guarantee, supported by a new management structure was proposed. The legal entity was designed to protect personal liability, meet a wider spectrum of social, economic and environmental aims and utilise skills in accordance with the ethos of the organisation. In parallel, a refreshed, “Hub and Spoke” programme model was mapped to heighten the organisation’s profile, encourage new interest and audiences, achieve increased impacts for members and communities as well as income.

Whilst the CIC was considered as a positive launch pad for driving the organisation forward, the consequences of the COVID 19 placed implications upon WBA’s position. Thereby, the recommendation is to postpone this proposal and review later. Members are asked to consider the Recovery Plan as a pragmatic yet opportunistic 6 to 12 months option plan for 2020/21.

1. **PURPOSE**

* To enhance the viability and sustainability of Waveney and Blyth Arts through a refreshed organisational model.
* To develop an incorporated organisation to protect the personal liability of the Management Committee (and Members) and further realise the skill sets of the Management Committee.
* To diversify, invigorate and energise the programme through a modernised framework, with focus on a refreshed mission, updated vision and aims; a rationalised programme, wider audience reach, enhanced inclusivity, and younger population participation to ensure vibrancy.

1. **APPROACH**

* New Generation Team engaged to identify how the existing model could be transformed and supported by new opportunities.

1. **METHODOLOGY (UNDERTAKEN)**

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| SWOT ANALYSIS | Examination of the strengths and weaknesses, opportunities and threats within the organisation |
| PESTLE ANALYSIS | Identification of the broader, outward variables that would impact the organisation or realise opportunities |
| COMPETITIVE ANALYSIS | Discovery and understanding of the range of creative arts organisations locally to assess potential gaps and collaboration. |
| ORGANISATIONAL AND MANAGEMENT EVALUATION | Scrutiny of the legal entity of the organisation to protect liability and management structure robustness- utilising skills, experiences and creativity to best value advantage. |
| VALUES, VISION, AIMS | Analysis of the achievement of historical values, vison and aims before identifying areas of renewal and promotion. |
| FISCAL RESOURCE EVALUATION: BUDGET, FINANCIAL AND FUNDING EVALUATION | Examination of how budgets and projects could be planned to best advantage: taxation implications; external funding opportunities and management. For example, Arts Council; Norfolk Community Investment Funds; Suffolk Community Partnership and “Freshly Greated Programme”. |
| HUMAN RESOURCE EVALUATION | Analysis of how the organisation’s programme could be effectively delivered to its highest, impactful level, recognising the value blend of procured and voluntary time. |
| STAKEHOLDER EFFICIENCIES | Maximisation of resource collaboration, ideas, intelligence and audiences with like-minded stakeholders to increase impacts. |
| PROGRAMME MODEL AND AUDIENCES | Exploration of how the programme could be rationalised and re-modelled to maximise audience interest, impact and income. |
| IMPACT/OUTCOME/BENEFITS FOR MEMBERS AND COMMUNITIES | Weighting measurement and evaluation of success and sharing these to build upon achievements and reputation. |
| MARKETING AND COMMUNICATIONS | Identification of approaches that would align marketing strategy with the business objectives to effectively reach wider audiences, accumulate customer analysis and increase footfall. |

1. **KEY DEVELOPMENT RECOMMENATIONS**

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| ORGANISATIONAL AND MANAGEMENT EVALUATION | Develop organisation into a Community Investment Company to ensure enhanced personal liability protection and governance within a socially responsible structured framework.  Re-structure Management Committee into CIC Executive Team- responsible for governance and legal supported by an informal dynamic and creative and Programme Delivery Team.  Introduce younger participants to ensure vibrance and viability. |
| VALUES, MISSION, VISION, AIMS | Build upon WBA historical values and principles but give greater weight to current motivations such as community engagement, networks, well-being, environment. |
| FISCAL RESOURCE EVALUATION: BUDGET, FINANCIAL AND FUNDING EVALUATION | Re-align budgets in accordance with Companies House rules, taxation and external funding advantages.  Develop a mixed funding package to strengthen impacts and sustainability. |
| HUMAN RESOURCE EVALUATION | Develop a mix of procured paid and in kind (added value) resource to enhance social capital and business continuity.  Maximise member practitioner opportunities. |
| STAKEHOLDER EFFICIENCIES | Strengthen relationships, intelligence and shared objectives to enrich creative arts experiences within the local environment. |
| PROGRAMME MODEL AND AUDIENCES | Develop a “Hub and Spoke” model with 3 key main events supported by smaller activities to ensure dynamism.  Diversify the creativity of events to reach wider audiences. |
| IMPACT/OUTCOME/BENEFITS FOR MEMBERS AND COMMUNITIES | Tier Members into Practitioners and Supporters for targeting and realising opportunities.  Increase the evaluation and effectiveness of events for members, participants and communities. |
| MARKETING AND COMMUNICATIONS | Enhance the USP, target specific audiences; realise technology opportunities, maximise data management, use psychographic links (values, affinities, motivations) and enrich inclusivity. |