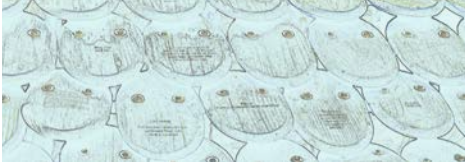# The Long View: A Situational Analysis of Surrey Hills Arts

Part B:
Recommendations & implementation guidance

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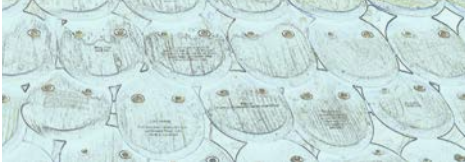
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ALCHEMY
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Contents

Please note Part B builds on the situational analysis of Surrey Hills Arts and as such it must be read in conjunction with Part A.

The conditions of use apply to both parts.

Part B: Recommendations in detail

Four short-term refining recommendations are outlined in Part A: Situational Analysis:

1. Develop a 3-5 year strategy that includes:

   a. A clear strategy tree: vision, mission, values, aims

   b. A programme plan that reflects the strategy tree

   c. An organisational development plan

   d. A financial plan

   e. A monitoring and evaluation framework

2. Clarify and update the programme's governance arrangements

3. Undertake a phased organisational development programme implementing the 'As Is' refined option moving to 'As Is+' over the next twelve months

4. Monitor progress regularly and review quarterly

Part B develops these in more detail and provides guidance (including templates) for illustrative purposes. It is not suggested these should be adopted wholesale, so much as providing a starting point for further discussion. In each case they encourage debate about what is not appropriate or acceptable going forward, as much as what is.

It is recognised that each of the recommendations has a resourcing implication, which will need to be taken into consideration.

Recommendation 1: 3 - 5 year strategy

Developing longer term planning will help SHA gain clarity about its purpose and direction. It will also allow it to determine its priorities and manage expectations. The strategy should include:

> Vision (or purpose), mission and values
> Aims and objectives (activity planning)
> Analysis of the external environment
> Resourcing requirements
> Financial projections and plans
> Risk assessment
> Monitoring and evaluation

It may be accompanied by more detailed plans including fundraising, equality, diversity and inclusion, and audience development. While this may seem daunting the core elements can be mapped out in a single page using a strategy tree (see guidance document 1 for an example) or business model canvas type tool.

A dedicated planning session (possibly facilitated) with the Advisory Board would help initiate and support the process.

Recommendation 2: Governance arrangements

One of SHA's strengths is that it works across a range of partnerships and has reporting responsibilities to both SCC and SHAONB. This is also one of its weaknesses in terms of clarity of decision making, where authority for decisions rests and how multiple priorities can be managed by a part-time Programme Manager.

This is in part exacerbated by all parties involved being stretched and time poor meaning that communication is not always timely. In order to address this an option is recommended to set up a more formal internal Steering Group of the two core funding partners. An outline Terms of Reference is included as Guidance Document 2.

In addition, the partnership agreement has not been updated since 2017 and given that it refers to running for three years it has now expired. There would be some benefit in the first Steering Group meeting discussing a new agreement.

Any new agreement should provide greater clarity on line management responsibilities and lines of reporting.

It is also recommended that the current Advisory Board is reframed as a Partnership Board (Guidance document 3). It would retain its advisory status but more clearly defines its membership as partner organisations.

It is envisaged that the current Chair and member partners remain and provide support for the next phase of SHA's development. Some members may be willing to join a small task and finish group to assist the strategic planning for SHA.

In order to address the need for improved diversity, equality and inclusion within SHA's governance and programme a Public Involvement Advisory Group (to meet twice yearly) consisting of a range of grass roots community representatives or community leaders may prove useful. Its role would be to:
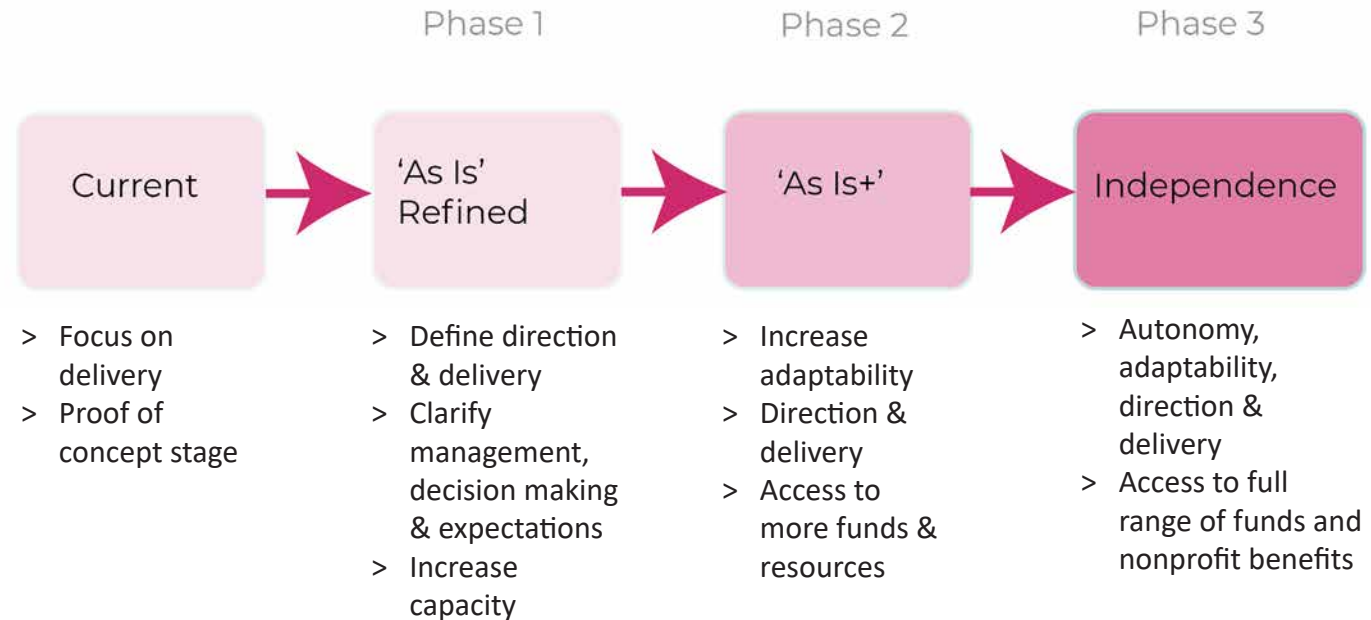
> Advise and provide guidance on developing diversity and public engagement
> Providing advice on community needs
> Providing a forum for debate and discussion
> Helping develop proposals for future projects
> Providing networks, connections and expertise

Given the potential resourcing issues there may be existing fora that SHA could take advantage of.
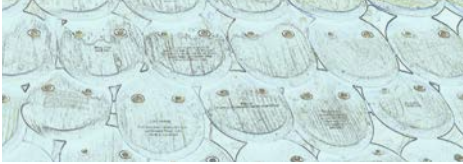
Recommendation 3: Phased organisational development

Figure 1: options for phased development of SHA

	Phase 1	Phase 2	Phase 3
Current →	**'As Is' Refined** →	**'As Is+'** →	**Independence**
> Focus on delivery > Proof of concept stage	> Define direction & delivery > Clarify management, decision making & expectations > Increase capacity	> Increase adaptability > Direction & delivery > Access to more funds & resources	> Autonomy, adaptability, direction & delivery > Access to full range of funds and nonprofit benefits

The organisational development of SHA needs to address:

> Clarity
> Adaptability
> Capacity building
> Access to a broad range of funding
> Diversity

To achieve this it is recommended that SHA undertakes a phased approach, from refining the 'As Is' position to moving to an 'As is+' model.

This would involve functional line management moving to SHAONB and SHA becomes fully integrated in that team (Figure One).

Transition activity, implications and resourcing needs are set out in summary in Guidance Document Four.

The ultimate development might be towards becoming an independent entity but as described in Part A, that option is high risk and would not be feasible in the short to medium term.

Recommendation 4: Monitoring and evaluation

As part of the organisational development process SHA should consider taking a Logic Chain/Theory of Change approach to creating a strategic evaluation framework. This would link to the strategy tree and ensure that future evaluation is both formative and summative in approach (Guidance Document 5).

A more systematic and structured evaluation approach would ensure that as much value as possible is realised from both individual projects and the programme as a whole.
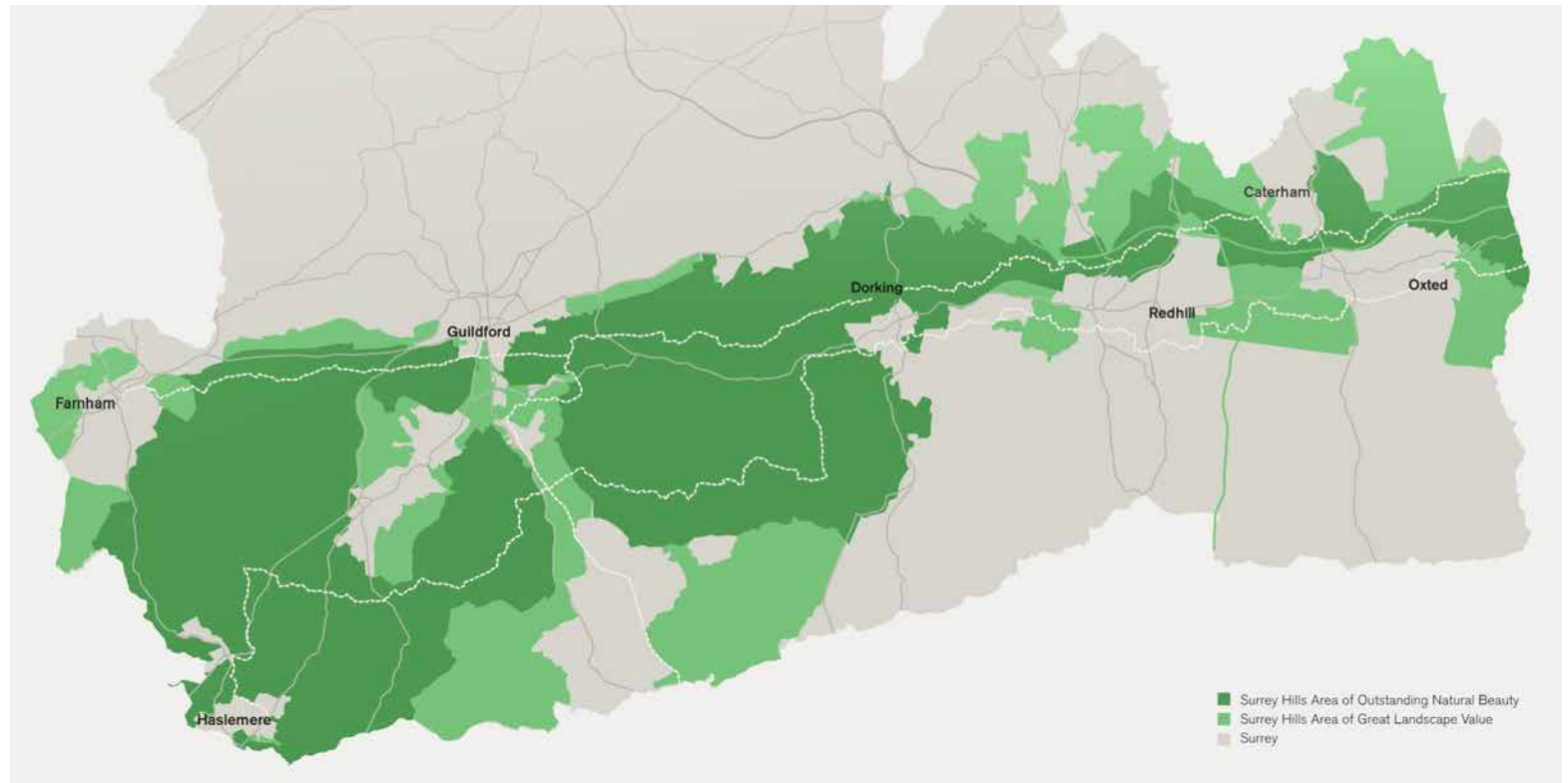
+ Guidance documents

Image: SHA website

1. An indicative strategy tree for SHA

Vision:
A world where…in order to…
Factors that have been discussed during the analysis included: people respect, care for and enjoy the natural environment; enthusing others and building understanding of the natural world

e.g. 'A world where the arts help people to value, respect, and enjoy the natural environment in order to preserve, and protect it for future generations.'

Mission:
Surrey Hills Arts engages and inspires people in the outstanding natural landscape (of the Surrey Hills?) through an imaginative arts programme promoting heritage, health and tourism.

Values:
Quality; Respect; Collaboration/partnership; Experimentation; Artist-led & co-designed

Aims:

Delivering inclusive arts projects that connect people to artists and the landscape	Working in partnership with internal and external services to create new arts-led opportunities that achieve positive health, education and social outcomes.	Enlightening visitors to environmental challenges - encouraging positive action and pride in place	Proactively building and engaging with diverse audiences and visitors to strengthen communities and promote the rich artistic and cultural heritage of the Surrey hills. (Audiences)	Enabling a sustainable future for Surrey Hills Arts, including diversifying our funding base.
(Art & artists)	(Partnerships)	(Natural environment)		(Organisational development

Objectives:

e.g. x opportunities for emerging artists in 2023/4	e.g. 36 Creative Health walks delivered in 2023/4	e.g. Hold an arts and environment Symposium with an audience of 150 people in 2023/4	e.g. work with 120 people from diverse groups to deliver Harvest in 2023/4	e.g. Achieve a three year funding grant in 2023/4

2. Steering Group (core funders) Terms of Reference outline

Suggested contents:

1. Background

2. The role of the Surrey Hills Arts Steering Group (core funders):

    > Ensuring the programme is aligned with the organizational strategies of SCC and SHAONB.
    > Ensuring the programme makes good use of available resources within SHAONB and SCC.
    > Assisting with resolving strategic level issues and risks.
    > Approving or rejecting changes to the programme with a high impact on timelines and budget.
    > Assessing programme progress and reporting on programme to relevant bodies.
    > Providing advice and guidance on business issues facing the programme.
    > Using influence and authority to assist the programme in achieving its outcomes.
    > Reviewing and approving final project deliverables.

3. Responsibilities of the Steering Group Chair

4. Responsibilities of Steering Committee Members

5. General

    a. Membership

    b. Quorum

    c. Decision making processes

    d. Frequency of Meetings

    e. Agenda, Minutes, and Decision Papers

    f. Proxies

6. Review

3. Partnership Board Terms of Reference outline

1. Purpose

2. Membership (anticipated that the current Advisory Board members will continue):

Alistair Burtenshaw – Chair & Director Watts Gallery
Andrea Gregson – University for the Creative Arts &
Contemporary artist Ali Clarke – Programme Manager –
Surrey Hills Arts
Rob Fairbanks – Director, Surrey Hills AONB Penny Harris –
Parker Harris Consultancy
Holly O'Neill – Partnerships Manager, National Trust
Marilyn Scott – Director of the Lightbox Gallery
Sarah Lee – Head of Service, Surrey Arts, Surrey County
Council Vikki Leedham – Curator, The Hannah Peschar
Sculpture Garden Chris Howard – Surrey Hills Society/
Visit Surrey
Caroline Scarles - Head of School of Hospitality and
Tourism, University of Surrey.

3. Roles and Responsibilities

    a. Chair - Alistair Burtenshaw to continue

    b. Partnership board members

    c. Programme Manager

4. Decision making, rights and obligations

5. Policy and practice

6. Funding

7. General

    a. Quorum

    b. Conduct and conflicts of interest

    c. Meetings

8. Marketing and communications

9. Data provision and information sharing

10. Evaluation

11. Dissemination and learning

12. No partnership: signing up to the terms does not constitute a legal relationship

4. Organisational development

Option	Organisational development	Governance structure	Implications	Cost of change (£ estimated)
1. As Is refined	> Review Programme Manager job description > Undertake job re-evaluation based on job description review > Increase capacity by at least 0.5FTE – Project Officer level > Review and revise partnership agreement between SCC & SHAONB > Update Partnership Board Terms of Reference > Create a three year business plan > Provide strategic planning support for the Programme Manage	> Create a Steering Group of core funders (Senior SCC & SHAONB staff and Board Chairs (as appropriate))– meets quarterly) > Advisory Board becomes Partnership Board (meets quarterly) > Introduce Public Involvement Group (meets twice p.a.) > Create a task and finish group to support the strategy/business planning proces	> Additional funding required for Project Officer role > Will require dedicated strategic planning time > Clarify collaboration expectations between SHAONB and SCC > Develop a longer term strategic focus – projects to be brought within a strategic framework	> Project/Arts Officer pay in the region of PS7, 0.5FTE (incl. on costs) £17,000 - £20,000 > Longer term funding in the region of £100,000 - £120,000 p.a. > Strategic planning facilitation and support £2,000 - ££4,000 > Dedicated time from Partnership Board members and SHA/SCC/SHAONB
2. As Is+	> Review Programme Manager job description > Undertake job re-evaluation based on job description review > Increase capacity by at least 0.5FTE – Project Officer level > Renegotiate partnership agreement to reflect new arrangement between SCC & SHAONB > Update Partnership Board Terms of Reference > Create a three year business plan > Provide strategic planning support for the Programme Manager	> Create a Steering Group of core funders (Senior SCC & SHAONB staff and Board Chairs (as appropriate))– meets quarterly) > Advisory Board becomes Partnership Board (meets quarterly) > Introduce a Public Involvement Group (meets twice p.a.) > Create a task and finish group to support the strategy/business planning process	> Additional funding required for Project Officer role > Will require dedicated strategic planning time > Increase and clarify collaboration between SHAONB and SCC > Develop a longer term strategic focus – projects to be brought within a strategic framework > Ensure business plan approach connects with strategies of core partners	> Project/Arts Officer pay in the region of PS7, 0.5FTE (incl. on costs) £17,000 - £20,000 > Longer term funding in the region of £100,000 - £120,000 p.a. > Strategic planning facilitation and support £2,000 - ££4,000 > Dedicated time from Partnership Board members and SHA/SCC/SHAONB

5. Theory of Change framework

Assumptions	Resources	Processes/Activities	Outputs	Outcomes	Impact
Confirmation of the assumptions behind the project/ programme including vision and goals	What were the inputs? • Funding • Administrative etc...	What actions took place? • Administrative processes • Work undertaken by the organisation	What was delivered? What were the immediate results? A catalogue of the actual outputs e.g. • Publications • Training sessions etc... (Short-term)	What were the benefits for the organisation? What were the observable changes in knowledge, skills and behaviours? Were there changes in policy or practice? (Short to medium term)	What were the intended or unintended sustainable changes brought about by the project/programme? (Long term)
	How do you know?	How do you know? The organisation <u>controls</u> activities	How do you know? The organisation <u>controls</u> outputs	How do you know? The organisation <u>influences</u> outcomes	How do you know? The organisation <u>contributes</u> to Impact

External Factors and Influences