

**Minutes of the 21st Yorkshire Culture Board Meeting
(10th Extraordinary General Meeting)
Monday 3rd April 2006, Round Foundry Media Centre, Leeds**

Board Members Present: Clive Leach (Chair), Gary Topp (Company Secretary), Colin Jeynes, Narendra Bajaria, John Davies, Louise Hampson, Adam Carey, Helen Schroeder, George Nairn Briggs.

Apologies: Ruth Churchill Dower, Robin Smith, Mike Pye, Leigh Anne Stradeski.

Also Present: Amanda Potter (DCMS), John Wright, Jane Fear, Elaine Stuart, Ben McKenna & Zoë Bawn (Yorkshire Culture)

1. Welcome & Apologies

1.1 Clive Leach welcomed directors to the meeting. The above apologies were noted.

2. Minutes of previous meeting Tuesday 14th February 2006

2.1 The minutes were approved as a true and accurate record.

3. Matters Arising

3.1 **Paragraph 3.1** - Rebecca Bracey presented on BSF at item 7 of this meeting.

3.2 **Paragraph 3.5** – This discussion took place at item 6 of this agenda.

3.3 **Paragraph 4.14** - The Clore fellows will present at a future board meeting as appropriate. Full updates from the three regional fellows are available at item 21.4.4.

3.4 **Paragraph 4.20** – Clive Leach, Robin Smith and Zoe Bawn have been in communication with DCMS regarding board concerns on the Directors indemnity issues and have outlined these concerns in detail. We are currently awaiting a formal response from DCMS and will follow up as appropriate, ensuring board are kept in the loop with this important issue.

3.5 Actions relating to paragraphs 4.4, 4.12, 4.18, 6.2 and 7.1 have all been completed.

4. Directors Report

4.1 **Advocacy (Communications Strategy)** – Research has been conducted since the last meeting to consider the best roll out methods for communications. E-bulletins are being tested and the brand strategies will be available for discussion at the next meeting. There is also a priority in building up the PR to ensure there is a press office function within the team. The website will be a key tool of communication for the company.

4.2 Board discussed the brand and felt that it required further development to get the right messages across. Prioritisation and clear communication who we are and what we do is the key. The Yorkshire Culture and Observatory brands require de-markation, whilst ensuring the sub brand is made apparent

so that Yorkshire Culture's role in driving the Observatory is not diluted through the brand process.

- 4.3 **Intelligence (Observatory)** – Jane Fear gave a brief update and requested that board members signpost any additional areas of intelligence for the Observatory website with Jane or Ben. The Observatory has recently been commissioned to pull together some preliminary desk based research to support the development of the five key cities as cultural drivers within a national, European and International context. Board endorsed this work and re-iterated the importance of ensuring we demonstrate the economic impact of culture through the Observatory and that we are utilising the data to inform the policy environment.
- 4.4 **Partnerships (Olympics)** – The Executive Chair recruitment is progressing and the post holder should be appointed by mid April. Thanks were expressed to Ben, for his role in organising the Lord Coe visit on 28th February. Press cuttings (attached at paper 21.4.2) and a DVD of the visit are available from the Yorkshire Culture office.
- 4.5 **Partnerships (Tourism)** – Six area destination tourism partnerships are currently forming at different stages across the region.
- 4.6 **Partnerships (Sub Regional Cultural Partnerships)** – The partnerships continue to progress at different stages. Some of the sub regions are assisting with policy driven initiatives. Others are requiring further re-focussing and support to ensure next stage progress is maximised.
- 4.7 **Policy & Strategy (CPA)** – Discussions are ongoing to move this work onto the next stage. Decisions on future capacity support and partner buy in are continuing. Board felt that importance should be placed on deciding what outputs the sector needs from this process and an advisory role is helpful but a sound exit strategy is also required. The inspection and improvement are two different issues and the additional support for regional commentaries is suggested as a part time post. However, this needs costing in more detail as it not currently suggested that DCMS will pay for this role.
- 4.8 It was decided that further costs for the continuation of a post on a part time basis should be considered. It is important that Yorkshire Culture is clear on where it can add value to this process, as it was felt that the other regional agencies are unlikely to have a broad overview of LA performance on areas such as regeneration. It was suggested that a peer review role for Yorkshire Culture could have income generation potential, such as the business models used by organisations such as IDEA and Solace.
- 4.9 **Policy & Strategy (Rural)** – The rural agenda in the region requires some influence and there are challenges for the cultural sector in making its voice heard on rural issues. It is important that the appropriate 'cultural offerings' are identified and brought to the right tables. It was suggested that the engagement of sub regional partnerships and Yorkshire Forward links might support the strategic connections for culture and assist in the development of ideas. Potential partnerships with the farming communities were sighted as an example, where leisure activities often replace traditional uses of farming land. This change in business practice has implications for the cultural sector within a rural context.

- 4.11 **Policy & Strategy (Skills)** – Yorkshire Culture are working with skills sector organisations to articulate a strategic dialogue to drive workforce development plans for the region.
- 4.12 **Policy and Strategy (Health)** – Regional partners are working together to fund a physical activities co-ordinator post, to support the region in delivering the Physical Activities framework due for release shortly. John Wright tabled the consolidated response to the latest draft physical activities framework document. It was noted that there is little mention of food and nutrition within the document and this is a key area for this agenda to consider.
- 4.13 **Programme Activity (Northern Way)** – This work is moving forward with presentation of phase 1 outputs to the Northern Way steering group scheduled for early May. Culture North East and Culture North West are partners in this work.
- 4.14 **Programme Activity (Illuminate)** – An extract from the Observer accompanied the board papers. This agenda has been progressing and whilst it has taken time, a persuasive argument for this regional model and approach to partnership working is now emerging.
- 4.15 **Programme Activity (Living Landmarks)** – This project is currently being handled nationally and there are 28 eligible regional projects entered into the process.
- 4.16 **Programme Activity (International Sporting Relations)** – The Brussels event has generated some promising partnerships with opportunities emerging between Bradford and Barcelona, Norway and Sweden. It is important to drive forward and support these links and networks, in the hope that we can generate some further European investment for the region through influencing policy makers and businesses.
- 4.17 The international sporting relations tenders generated some interesting programmes and small grant support has been awarded to 10 projects which demonstrated a variety of economic and social benefits in the development of international sporting relations for the region. A regional seminar event will be held in late September to highlight and share this work. Board requested a list of the successful organisations, Yorkshire Culture to action.

5. Finance Update

- 5.1 The finance report was tabled for comment. It was noted that the layout could communicate more clearly the necessary information, if displayed as income and expenditure divided by core (unrestricted) and projects (restricted). In addition, board suggested that the Audit Committee should discuss cash flow at their next meeting. Zoe Bawn to action.

6. Business Planning

- 6.1 Gary Topp introduced the draft business plan for discussion. The plan marks a change in the way we describe our business and better defines the services we can bring to the region. The five key service areas of Intelligence, Advocacy, Policy & Strategy, Partnerships and Business Development (plus over arching cross theme of Programme Activity) demonstrates the

aspirations for the coming year, in streamlining our business approach and providing greater focus on investment of innovative programmes and projects.

- 6.2 Board endorsed the draft and felt it clearly illustrated aspirations for the business in the next twelve months. It was suggested that a risk map be incorporated, which enables clearer articulation of outcomes and outputs, therefore enabling sound measurement of success criteria. In addition, board felt that the Policy and Strategy area of activity involving local development frameworks should only be considered as appropriate to sub regional, regional or national context, as it may not be practical to consider all local level frameworks. The organisation chart should show the Board of Directors at the top. Yorkshire Culture to action these changes.
- 6.3 Board agreed the draft business plan document, subject to the changes described above.

7. Building Schools for the Future

- 7.1 Rebecca Bracey updated board members on the ongoing work involved in the BSF programme at regional and national level. This included the technical aspects of BSF and when the different local authorities will come on board. The Yorkshire region is leading the way on the development of a cultural sector response to this agenda. Rebecca is in discussions with other regions who are keen to use the Yorkshire model for BSF in their area. Yorkshire Culture to circulate Rebecca's presentation for information.

8. AOB

- 8.1 Board briefly discussed the Directors Lead Areas table in the business plan and asked that board agree these lead areas. Please let the executive team know if there are any additional changes to be made to these lead areas as soon as possible.

9. Dates of Future Meetings

- 9.1 The following meeting dates and venues were confirmed;
- Tuesday 20th June (Round Foundry Media Centre)
 - Tuesday 5th September (The Deep, Hull)
 - Wednesday 18th October (Church House, York)
 - Tuesday 12th December (Doncaster Dome)

Action & Decision Points

Paragraph 3.4 – Yorkshire Culture to gain a formal response from DCMS on director's indemnity issues and ensure this issue is resolved as soon as possible.

Paragraph 4.1 – Yorkshire Culture to develop and share company brand strategies for the next meeting.

Paragraph 4.8 – Yorkshire Culture to provide board members with an update / costings, for development of regional CPA work as appropriate.

Paragraph 4.17 – Yorkshire Culture to provide a list of the organisations involved in the International Sporting Relations programme.

Paragraph 5.1 – Zoe Bawn to ensure that the financial board reports are adapted as discussed and that cash flow is discussed at the next Audit Committee meeting in June.

Paragraph 6.2 – Yorkshire Culture to make appropriate amends to company business plan.

Paragraph 7.1 – Yorkshire Culture to circulate the BSF presentation to board members for information.

Paragraph 8.1 – Board members to let the executive team know as soon as possible, if there are any further changes to the Directors Lead Areas table as outlined in section 4 of the business plan.