

**Minutes of the 28th Yorkshire Board Meeting
Tuesday 19th June 2007, Round Foundry Media Centre, Leeds**

Board Members Present: Clive Leach (Chair), Gary Topp (Company Secretary), Ruth Churchill Dower, Narendra Bajaria, Mike Pye, Robin Smith, Ralph Coyle, David Jackson, Doran Curley, Mary Dowson (from 10.20am), Leigh Anne Stradeski,

Apologies: Adam Carey, Malcolm Grundy, John Crowther, Colin Jaynes.

Also Present: Amanda Potter (Government Office Yorkshire & Humber), Nicola Scott - Pelican (for item 4), Martin Havenhand (Chair Yorkshire Committee for 2012 Games from 11.30am), Zoe Bawn, John Wright, Ben McKenna, Elaine Stuart (Yorkshire Culture)

1. Welcome and Apologies

1.1 The chair welcomed board members to the meeting and in particular welcomed new board members recently appointed. The board and executive team briefly introduced themselves.

1.2 The above apologies were noted.

2. Minutes of the Previous Meeting Tuesday 3rd April 2007.

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

3. Matters Arising

3.1 **Paragraph 3.1** – The Comprehensive Performance Assessment (CPA) results summary were circulated to board members with hard copy papers for this board meeting.

3.2 **Paragraph 5.5** – Gary Topp reported that the relevant meetings associated with the Physical Activity Framework programme and underway and this work is moving forward.

3.3 **Paragraph 7.2** – The audit committee reported that appropriate mechanisms for future reporting on cash flow and management accounts had been discussed and actions agreed at the sub committee meeting prior to the main board.

3.4 All other actions under matters arising have been actioned.

4. Directors Report

4.1 Clive Leach introduced this item and noted the volume of work currently being undertaken by the executive team and endorsed the company level of engagement with so many important areas of activity.

4.2 **Modelling Sustainability for the Cultural Sector (MSCS)** - Nicola Scott (Pelican Consultants) updated board members on the ongoing work surrounding this programme (see paper 28.4.2).

4.2.1 Pelican were recruited to this ERDF funded project by open tender process and are currently working with 24 regional cultural organisations, taking them through a process of tailored support, generating ideas for enterprising activities that will support the creation of income streams. The organisations were selected through a

competitive peer selection process and once selected are involved in a three stage process of business support including;

Stage 1 – Building Confidence & Systems

Stage 2 – Building Relationships & Consolidating Change

Stage 3 – Rollout of Enterprise

- 4.2.2 Nicola Scott also took the opportunity to update board members on the current progress and challenges of some of the organisations and how the programme is ensuring opportunities for broader joint working with other strategic bodies (WYSE Link, Business Link etc).
- 4.2.3 The board discussed the opportunities for this programme and agreed the importance of ensuring quantifiable outputs and consideration of legacy opportunities as key drivers for the evaluation process. It was noted that this work sets real challenges for the cultural sector and the changing climate of funding means that the need to be more entrepreneurial and sustainability are vital for the future growth of the sector. Board members were welcomed to contact John Wright should they require further updates or discussion regarding this area of work.

(Note: Ralph Coyle declared his interest as a board member of Scarborough Museums Trust who are a selected organisation involved in this programme)

- 4.3 **Advocacy** – Gary Topp updated the board on the dominant areas of advocacy of the past few months, principally Yorkshire Committee for the 2012 Games and the IIFA Awards.
- 4.3.1 The IIFA awards received global coverage on an unprecedented scale and Yorkshire Culture has ensured significant profile as a result. A fringe festival was produced in conjunction with the awards for the first time and this proved very successful for the region and demonstrated the value of developing regional business models which compliment this type of partnership working. A full evaluation of the event will be produced and it was noted that the impact assessment of both parts of the event is key to ensuring future learning and legacy benefits.
- 4.3.2 The board noted thanks to Gary and the executive team involved in the event and felt it was important to highlight to partners and stakeholders, the involvement of Yorkshire Culture in the delivery of this event. Clive Leach noted that he had already highlighted this achievement to Tessa Jowell.
Action: Clive to write to Terry Hodgkinson (Chair, Yorkshire Forward) to highlight Yorkshire Culture involvement in the success of IIFA in the region.
- 4.4 **Intelligence** – Board were updated on the production of cultural input for the annual Progress in the Region document produced by Yorkshire Futures. The cultural input forms part of the Quality of Life Chapter and Yorkshire Culture is leading a partnership steering group to map progress and economic impact. We have recruited John Davies (former board member and former Head of Learning & Leisure for Leeds City Council) on a freelance basis to undertake this work on our behalf and board were presented with the first working draft (see paper 28.4.1). Board were asked to feed any comments on this draft through to Zoe Bawn by e-mail as soon as possible.
- 4.5 **Partnerships** – A number of regional partnership opportunities were discussed including how we can capitalise on major cultural assets such as sculpture through legacy of Barbara Hepworth and Henry Moore. We are currently discussing

opportunities for a major international sculpture festival with Wakefield MDC and other key partners as part of the West Yorkshire Tourism work.

4.6 Policy & Strategy – The main area of activity discussed was through item 4.2, the Modelling Sustainability project.

4.7 Business Development – Ongoing business planning was briefly discussed. The approach continues to be thematic and cross cutting with a continued shift of key activity from policy and strategy to product creation and service delivery of key programmes of work. It was agreed that the next board meeting would be extended to form an away day for board members to engage with future business planning for the company.

Action: The board meeting on 4th September would facilitate further discussion on company direction and opportunities for board members to champion specific areas of work. Further details to be circulated by Yorkshire Culture in due course.

4.7.1 The Chair noted that due to recent board resignations, we need to recruit three new members to the Personnel and Remuneration sub committee of the board and volunteers should make themselves known to Gary or Clive.

Action: Board members to notify Clive or Gary if they wish to join the P&R Committee

4.7.2 Other activity under business development was picked up in the finance update at item 5.

4.8 Programme Activity

4.8.1 **Tour of Britain** – Now in Year 4, TOB is a significant part of the regional calendar of events. This year there will be greater involvement of the regional business community and there is a steering group of partners managing this event to maximise regional opportunities.

4.8.2 **North Yorkshire Outdoor Adventure** – There are a steering group of partners currently engaged in developing plans for maximising the countryside assets of North Yorkshire, encouraging a more entrepreneurial approach within this rural landscape and utilising the growing economic supply and demand for adventure sports in this sub region. It was noted that there may be an opportunity for Yorkshire Culture to take on the service delivery of the North Yorkshire programme but at present the board felt this was not a priority area of direct delivery for the company.

4.8.3 **Clore Leadership Programme** - Gary Topp announced that Yorkshire Culture will be supporting a further Clore fellow from the region to undertake this highly recognised cultural leadership training. This year the funds will support Sheena Wrigley, Head of Theatres, Arts and Festivals, at Bradford Metropolitan District Council.

5. Finance Update

5.1 The draft accounts for period ending 06-07 were circulated to board members and were reviewed by the Audit Committee prior to the main board meeting. Jonathan Grant from Grants Accountants (Company Auditors) was present at the meeting and lead sub committee members through the accounts.

5.2 A minor note was raised regarding the need to raise a service credit note for £5,000 against a current debtor as the funds were no longer due to the company.

5.3 The accountants also noted the changing nature of the services of the company and advised that we consider this shift in relation to company status and issues relating to VAT. The Audit Committee will meet again in October and will consider a fuller analysis of income and consideration of changing the company status to reflect the changing nature of the business.

5.4 The draft accounts were then recommended for approval by the sub committee and the main board meeting approved the accounts and noted their thanks to the auditors for their help this year.

Action: The draft accounts for 06/07 were approved by the board.

6. AOB

6.1 There was no further business at this point in the meeting.

7. Yorkshire Committee for the 2012 Games Update

7.1 Martin Havenhand (Chair of Yorkshire Committee for 2012 Games) gave a background and overview of the history of 2012 bid and updated the board on recent regional progress and priorities.

7.2 Martin noted that the Committee would welcome input from the Yorkshire Culture board to drive this area of work and where appropriate become more involved as cultural ambassadors for regional 2012 activity.

7.3 Yorkshire Culture were commended for their work to date on 2012 and it was also noted that Yorkshire Forward are very pleased with Yorkshire Culture's management of the regional 2012 programme.

7.4 A brief summary of other key points raised are below;

7.4.1 Maximising 2012 legacy has been delegated from the national remit to the regions and Yorkshire Culture is responsible for leading this work on behalf of the Yorkshire and Humber region.

7.4.2 The Yorkshire Committee pulls together key partners to deliver this legacy and the Yorkshire Gold Strategy is a pragmatic document which outlines five broad priorities as well as drawing in all other existing regional strategies (e.g RES, Cultural Strategy etc). The "golden opportunities" and lead organisations for each strand are;

1. Putting Sport Centre Stage – Sport England
2. Healthy & Cohesive Communities – Local Government Yorkshire and Humber
3. Carnival of Culture – Yorkshire Culture
4. Enhanced Profile and Tourist Potential – Yorkshire Tourist Board
5. Winners in Business – Yorkshire Forward

7.4.3 Yorkshire Culture and Yorkshire Forward met re: Regional Olympic Committee and Yorkshire Forward are satisfied the delivery of this project is on track and funding will continue until March 2010.

7.4.4 The 2012 committee will be concentrating on a regional approach to addressing the resources issue in the next period

- 7.4.5 The Chair reported that the NRG would like to refer to the Committee as a region using good practice in terms of structure and delivery re: London 2012.
- 7.4.6 2nd chairs, CXs, leaders of council dinner to take place 19 June 07 – reinforcing message of consolidated strategic approach
- 7.4.7 The launch Yorkshire Gold was purposely ‘soft’ in anticipation of significant media activity when milestones are met/ outcomes are derived
- 7.4.8 It was noted that the Higher Education sector will be linked into the committee through the UK Universities Olympic Lead (Simon Lee – Leeds Met) and a HE rep may join the committee in the future. The broader sector is also linked in throughout the Yorkshire Gold strategy.
- 7.4.9 The regional arrangements for cultural sector engagement were discussed and it was noted that the strategy and delivery will be managed through steering group arrangements for the Cultural Olympiad and the appointment of a Creative Programmer for the Cultural Olympiad, employed and managed by Yorkshire Culture.
Action: Yorkshire Culture to circulate the Powerpoint presentation to board members.

Action and Decision Points

Paragraph 4.3.2 - Clive to write to Terry Hodgkinson (Chair, Yorkshire Forward) to highlight Yorkshire Culture involvement in the success of IIFA in the region.

Paragraph 4.7 - the board meeting on 4th September would facilitate further discussion on company direction and opportunities for board members to champion specific areas of work. Further details to be circulated by Yorkshire Culture in due course

Paragraph 4.7.1 – Board members to notify Clive or Gary if they wish to join the P&R Committee.

Paragraph 5.4 – The Yorkshire Culture draft accounts were approved by the board of directors.

Paragraph 7.4.9 – Yorkshire Culture to circulate the Powerpoint presentation from the 2012 update to board members.