

Minutes of the 30th Board Meeting
Henry Moore Institute, Leeds
Tuesday 16th October 2007

Board Members Present: Clive Leach (Chair), Gary Topp (Chief Executive), Dr Adam Carey, Mary Dowson, David Jackson, John Crowther, Ralph Coyle, Doran Curley, Narendra Bajaria, Robin Smith, Malcolm Grundy

Apologies: Ruth Churchill Dower, Colin Jeynes, Mike Pye,
Leigh Anne Stradeski

Also Present: Rebecca di Corpo, Tessa Gordziejko, Sue Sladen, Elaine Stuart, John Wright

1. Welcome and Apologies

- 1.1 The Chair welcomed Board Members to the Henry Moore Institute for the meeting and thanked the organisers for this new venue. The Chair introduced new staff member, Sue Sladen;
- 1.2 The above apologies were noted;
- 1.3 GT gave an over-view of how the Board reporting process was changing from this meeting onwards in response to comments from the previous meeting. Individual account managers will be providing reports on their own areas of work.

2. Minutes of the 29th Board Meeting, Tuesday 4th September 2007

- 2.1 The Chair signed the minutes as a true and accurate recording of the event.

3. Matters Arising

- 3.1 Page 2, para 4.2 – intelligence gathering for the ‘Progress in the Region’ consultation is now complete;
Page 2, para 4.1 – on-going development work relating to YC internet presence is in-hand (Ben McKenna)
- 3.2 Page 2, para 4.4.1 – JW & RC in discussions regarding the companies structure. Some structural and operational issues may be held up awaiting new Charity Law changes due mid-2008. GT attending an RCC meeting next month to discuss commercialisation of the organisation. There is also a need to discuss the idea of paid Trustees with the Charity Commission before some of the options under discussion can be implemented. GT reported that the PR & Marketing planning activity will be task focused and therefore a formal group, including Board Members, will not be established.
- 3.3 Page 3, para 4.4.5 – Declarations of Interest need keeping up to date. Board Members to submit these to SS after 29th October when she starts in post.

4. Chief Executive's Report

- 4.1 Within the new format GT will give a brief over-view of the operation of the entire organisation which will then be followed up by more in-depth reports from individual Account Managers. It is intended that Account Managers will focus on one specific task within their area of work each Board meeting which will enable Board Members to gain a more in-depth understanding of company activities;
- 4.2 Views from Board Members are sought on the changes implemented, to be fed through to SS, so that any further tweaks to the format can be implemented at subsequent meetings. General agreement from meeting that the new reporting format looked as though it would work better;
- 4.3 Previously Board Members had requested that they become more involved in the YC advocacy role, attending events around the region whenever possible. This policy has started to be rolled out and good feedback has been received from Board Members regarding the 'Tour of Britain' event. BM to distribute event invitations as appropriate;
- 4.4 Feedback from the Tour event from Board Members. Speech and formal part of the event went well and was well organised; need legible name-tags for people to make contacting specific individuals easier. Rother Valley provided a good venue for the start. JC felt that the commercial selling side of this event was difficult, Board Members need to be briefed well on what they are trying to accomplish in this respect when attending an event. In 2008 it is planned that this event will run from Hull through to Dalby Forest.

'Director of Cultural Projects' Report

- 4.5 Main areas to cover currently are the Tour of Britain and the Northern Way Public Art (NWPA) programme. The NWPA is one strand of the culture strategy, theme 10 of the Northern Way strategy (entitled 'Welcome to the North') and is due to finish in March 2008;
- 4.6 **NWPA** had some delivery issues around Planning Permission for pieces of work. Some works are already launched, and have been for some time, whilst others are yet to make an impact. This has made it difficult to assess the impact of the project overall to date. There are also some issues about whether all works that have been sponsored by the programme actually meet the 'gateway' criteria laid out in the brief;
- 4.7 CL queried the value of the project to YC? The project has made a high impact in Northern Way and cultural fields and the fact that YF asked YC to lead on this project has raised the organisation's profile significantly. The project has produced tangible assets that YC is associated with but it is anticipated that the true impact of the project will not be felt for another 2-4 years. Overall the project increased the profile of culture in 'placing making' and YC's profile in contributing to the concept of 'Northern Delight';
- 4.8 Board Members felt out-of-the-loop on this projects, it was felt that it was important to feed into Board initial ideas before they became too firmly set. Board also requested a list of key deliverables for each project going forward;

- 4.9 Discussion on the need to measure the economic impact of events & mechanisms to do this. Board Members queried the value of participation in Northern Way projects to YC in general. GT explained that in this instance YC were commissioned by YF to act as commissioning agents and this could only be a good thing for the profile of the company as a whole;
- 4.10 **Tour of Britain.** YF has committed funding for a 3 year period for the Yorkshire leg of the race. 2008 will run Hull through to Dalby Forest. YC have not as yet been contracted to manage this piece of work but it is likely that this will happen;
- 4.11 There are a number of challenges associated with this work, the major being the need to attract commercial sponsorship to the event to sustain it into the future. It is planned that YC will host a dinner, possibly in November 2007 but more likely in early 2008, to engage key corporate organisations. CL felt strongly that this event should be planned for Jan/Feb 2008 due to the short-notice and run up to Christmas if it was to be held earlier, ideally invitations should go out 5-6 weeks prior to the event. In the YC contract with YF it is stated that the top 100 companies within the region should be targeted for the event and good contacts have been made with these companies previously. It was agreed that the PR/Comms staff should be targeted for the invitations rather than Chief Executives;
- 4.12 NB queried whether 2009 was a significant year for the race? There is the potential for the race to start from a Yorkshire venue this year so early workings with LAs who would be competing to host the start should be achieved. JC added that commercial benefits for funding and promotional exposure would thus be maximised. CL suggested that there be a Tour 'task & finish' group to assess impact to date and try to maximise benefits from the 2008 & 2009 events.

'Director of Business Development' Report

- 4.13 Main topic for this Board meeting is the ERDF funded project '**Modelling Sustainability in the Cultural Sector**'. There is also YF, Sports England & Arts Council match-funding into this project;
- 4.14 Project looks at the financial health, governance & organisational readiness/capability of small cultural sector organisations and provides tailored business support to meet identified needs. Web-site hosted on the social enterprise site and facilities in place to engage with regular users=early adopters for the project;
- 4.15 Project uses the 'Business Link' (2 day diagnostic model) to articulate need first and then uses the project to get more out of the process for the culture-block businesses involved. Effectively YC is acting as a broker for not-for-profit organisations in the region + introducing new strands of activity through the specialist consultancy part of the project;
- 4.16 JW requested Board input. MD stated that Business Link services to the sector had been proving unsatisfactory as the standard diagnostic tools they used were not relevant to the types of organisations within the culture-block. MD volunteered to work with JW on future development/viability work for this project. RC-D is interested in the organisational development aspect of this project and would welcome involvement in this area. RC queried whether it would be possible to use Scarborough Museum Trust as a pilot for the scheme?

- 4.17 Going forward this project will lead onto the development of **'New Ways to Cultural Capital'**. Looking at skills and capacity within organisations and identifying those who can help with growing the YC brand. YF have imposed at £1M entry threshold for projects within the 2007-2013 ERDF programme which is an issue for YC & this project.

'Manager, Yorkshire Committee for the 2012 Games' Report

- 4.18 RdC reiterated the role of YC as both the management and coordinating body for the Yorkshire Committee, responsible for overseeing the delivery of the regional strategy for the 2012 Games "Yorkshire Gold", as well as acting as the lead agency for 'A Carnival of Culture' – one of five 'golden opportunities' within the Strategy;
- 4.19 Yorkshire Gold, in identifying five 'golden opportunities' (key themes of sport, communities, culture, tourism and business) necessitates cross-agency working and new ways of thinking to achieve delivery;
- 4.20 RdC stressed the importance of noting that 'Yorkshire Gold' was not only focused on sport related activity, for example training camps, but of equal priority was the work across the other four strands, as noted in 4.19;
- 4.21 The Nations and Regions Group reporting structures are now well established and the Yorkshire Committee will be working with London 2012 on the current key issues including branding and the monitoring and reporting of strategies;
- 4.22 London 2012 and the Yorkshire Committee are arranging LOCOG and Ministerial VIP visits to the region for 2008. It is anticipated that Tessa Jowell 'Minister of State, Cabinet Office', Yorkshire's Regional MP Caroline Flint and Gerry Sutcliffe the 'Parliamentary Under-Secretary, Department for Culture, Media & Sport' will be involved;
- 4.23 YC's existing regional communications mechanisms for the 2012 Games are the Yorkshire Culture website, London 2012/Yorkshire website, and a monthly e-bulletin 'Last Friday', produced by Ben McKenna, providing both regional and national updates on related activity;
- 4.24 The next regional committee meeting will be held on Monday 26th November 2007;
- 4.25 The point was made that regional Universities are building on existing international links. Nationally, 'PODIUM' (the FE/HE 2012 Communications Unit) was launched during the summer of 2007 and they are currently visiting the regions to discuss 2012 partnership working. Regionally, the Learning and Skills Council Yorkshire and Humber, through the Yorkshire Committee, are addressing the skills and employability issues and volunteering aspirations expressed, across the five golden opportunities;
- 4.26 It was agreed that the London 2012 branding is a key issue for the region, for both the non-commercial and commercial brands. However, the Board were informed that the Yorkshire Committee are working closely with London 2012 to help unravel the complexities associated with this issue, at least in terms of the process for usage which will be very tightly controlled. It has been agreed, through the NRG, that the RCCs will be the custodians of the non-commercial sub-brand. Further information regarding the

accessibility and use of the London 2012 brand is expected to be released by LOCOG by the end of the year.

'Creative Programme for London 2012' Report

- 4.27 TG stated that she has two drivers/influences; 'Yorkshire Gold' and the national 'Cultural Olympiad' vision. The national vision for Tier 3 projects (those not included within the original London 2012 bid to the IOC) is 'low on detail' and so an exciting opportunity for the region. The objectives & drivers within this vision are:
- Youth;
 - Legacy;
 - UK 'Welcoming the World'
- 4.28 Currently TG is talking to the cultural sector around the region, carrying out a mapping exercise to ascertain what is already being planned to celebrate the hand-over of the Olympic Torch (24th August 2008) & from 2008-2012, the time of the Carnival of Culture. TG has in excess of 40 meetings set up for this pre-strategic period;
- 4.29 **Legacy Fund.** £2.4M over 4 years has been allocated to Yorkshire from the Legacy Fund. Realistically this will not in itself cover many events but can be used as seed-corn funding to attract other investment. In January 2008 a consultation and strategic development process will need to be progressed to provide an awarding basis for the funding that is available;
- 4.30 Proportions of the £40M Legacy Trust funding that has been ear-marked to support 2012 have already been allocated for Tier 1 & Tier 2 events which is why the residue to be distributed within the region is so small. £6M has been allocated to pay for the School Games (2011, Sheffield);
- 4.31 RCCs are acting as advisory bodies to the Legacy Trust on funding distribution, an arrangement that has now been agreed. Yorkshire is the first region to implement this arrangement and agree their regional allocation. The regional allocation is to work across three strands – sport, education and culture – but the indication is that around 70% should go to Cultural Olympiad. The objective will be to create an integrated programme across all three strands to avoid further subdivision of the allocation;
- 4.32 It is hoped that some of the initial ideas for both the 2008 hand-over ceremony, and for future events into the Carnival of Culture itself can be brought to future Board meetings. As part of the August 2008 celebration it is planned that extensive use will be made of the live sites with Big Screens, four of which are already present in Yorkshire (Hull, Rotherham, Leeds & Bradford). The next meeting to discuss technicalities of the Cultural Olympiad will be held in December 2007.

5. PR & Communications

- 5.1 GT outlined the business need for more focused communications expertise to move the business forward. It is seen as vital for the four Account Managers to receive this kind of support and it is proposed that a PR/Comms staff member be appointed who has a commercial background;

- 5.2 Ben McKenna has been seconded in from YF with a personal development remit and it was felt that the skills of the new PR person would need to complement Ben's expertise (allowing Ben to retain the lead on web development for example) whilst enabling him to continue with his personal development by learning new skills from the new person in post;
- 5.3 Regarding salary and operating budget GT feels that £60-£80K would cover this appointment with a small operating budget. The actual level of salary that could be offered is largely controlled by the DCMS managed pay remit process but this would be subject to negotiation after the market-value of this position was ascertained;
- 5.4 It was asked whether this position could be successfully out-sourced. GT reported that this approach has been tried in the past but, due to the complexity of the communication needs of the organisation, has proved unsuccessful. It is felt that a degree of control of the post in the handling of sensitive issues is needed that can only be obtained by recruiting in-house. Board asked for costings and further details on this proposal.

6. Finance Up-date

- 6.1 GT stressed that in the absence of an Operations Manager for the preceding period the finance report put before this Board should be seen as a holding report, fuller information would be available at the December 2007 meeting;
- 6.2 An Audit sub-committee would be scheduled prior to the December Board meeting to pick up on any issues raised. Items that needed looking at in more detail before the end of the Financial Year include: VAT and risk analysis against future budget projections;
- 6.3 It was requested that monthly cash-flow predictions are provided to Board Members providing an on-going over-view of the business finances. It was not felt necessary to place this as a duty on the Audit sub-committee although this body would be picking up audit requirements and associated financial risk assessments.

7. Any Other Business

- 7.1 Dates of the 2008 meetings – dates to be brought to the next Board meeting. It was suggested that the Board meetings move around the region, the National Railway Museum at York was suggested as a venue for a forthcoming meeting;
- 7.2 RS requested an overview of the national 2012 process every other meeting Board meeting so that Board Members can keep in touch with national developments and have an understanding of how the national process can impact on the regional agenda. GT clarified that the criticism of the 2012 budget within the national press is not a reflection on the cost of the Games themselves, a cost that is being met largely via commercial sponsorship and which has not itself varied greatly, but is aimed at the supporting regeneration etc, activity. As such LOCOG (London Organising Committee for the Olympic Games) is expecting scrutiny of these budgets and criticism of the associated activities which will include those led by YC;

DATE OF NEXT MEETING: Tuesday 11th December, Round Foundry, Foundry Street, Leeds
10.00-10.15am breakfast refreshments

ACTIONS:

Action ref	Action Point	Responsibility
161007-1	Board Members 'Declarations of Interest' forms need to be updated for the current Financial Year (2007-08). Returns to be provided to SS.	Board Members/SS
161007-2	Project Managers to provide list of key deliverables against live projects for presentation at next Board meeting.	ES/JW/RdC/TG
161007-3	Consider formation of tour 'task & finish' working group & set date for first meeting prior to dinner event	ES
161007-4	Consider how to best utilise Board Member skills to feed into the current ERDF funded project & to inform development of 'New Ways to Cultural Capital'	JW MD/RC-D/RC
161007-5	JD/PS for proposed PR/Communications post + costings to be provided to next Board meeting	GT/SS
161007-6	Cash-flow predictions for the remainder of 2007-08 to be provided to the December 2007 Board meeting	GT/SS
161007-7	Over-view of national 2012 picture to be provided to February 2008 Board meeting	GT/TG
161007-8	Full timetable of 2008 Board dates to be provided to December 2007 Board meeting	SS