

EXECUTIVE COMMITTEE MEETING MINUTES

Date:	Tuesday 15th September 2015
Place:	Arts Council England London
Times:	1045-1530
Participants:	Arts Council England - Darren Henley, Laura Dyer, Paul Bristow CLOA Executive – Mark Allman, Ian Brooke, Polly Hamilton, Chris Holliday, Debbie Kaye, Emma Wiggins, Matt Partridge, Richard Hunt, Sue Thiedeman, Val Birchall
Apologies:	Lisa Dodd-Mayne, Duncan Wood-Allum, Nigel Lynn, Vincent Paliczka

	Item Description	Relevant business considered, facts noted, decisions taken and actions agreed
1	Strategic conversation with Arts Council England The implications for culture over the coming parliamentary term	<p>MA thanked ACE for hosting the meeting.</p> <p>By way of introduction DH recognised that arts and culture happens across the country and as such spends about half the working week outside the capital, witnessing at first hand the impact of ACE investment.</p> <p>Dosh - ACE are currently focused on making the case to government for the value of increased public investment in arts and culture, but also modelling for reductions. They are also talking to DfE and DCLG modifying arguments to suit their priorities and making the holistic case for place making to define towns and cities, economic impact and creative industries, health and wellbeing.</p> <p>Distribution – ACE are moving towards a funding allocation of 75% outside London by 2017. Whilst the capital needs to be able to compete on the world stage, arts and culture need to flourish everywhere.</p> <p>Diversity – a focus for ACE is engaging and benefiting those with disability, BME and from disadvantaged backgrounds. ACE are also commissioning work from these groups and supporting the development of a workforce that reflects this diversity. As part of their Children & Young People’s Strategy, ACE will embed a number of actions.</p> <p>Diversification of income streams - helping the sector to identify new ways of leveraging in funding.</p> <p>Digital –considering how best to invest strategically in technology on a macro level in a way that will help arts and cultural organisations</p>

	<p>How ACE will work with local government through this period</p>	<p>flourish.</p> <p>Development – ACE work with local partners across the country to raise the profile of arts and culture, with the local media, businesses etc. They are also focused on developing audiences and practitioners of the future. The Five Strategic Goals have remained very central to ACE; 5 years into this plan and are keen to begin conversations about the future.</p> <p>During his travels DH has noted the value of having local teams on the ground and is keen to support LD's team in continuing to work across the country.</p> <p>IV – given the climate of austerity, bolting libraries onto arts and cultural agenda has been a strong message for CEO's of LA's. However, perhaps ACE needs to think about a name change; the wider ACE remit could perhaps be embedded better in the organisation headline?</p> <p>DH - acknowledged the issue, but feels a more practical short term measure is required.</p> <p>LD – highlighted the Libraries Taskforce and the links for libraries to the wider civic role as a way to widen the discussion.</p> <p>DH – libraries are interesting physical spaces and present an opportunity to re-imagine how they can be utilised in the digital age. St Helens is a great example of how as a Cultural Hub the 13 libraries have worked with arts organisations to become fit for the future.</p> <p>DK –flagged up young people and their entitlement to a cultural offer and asked DH about his views on advocating for arts in the curriculum.</p> <p>DH – reminded the CLOA Exec that is was an area in which he has strong opinions and he authored Review of Cultural Education in England, 2012.</p> <p>However, although ACE continue to advocate strongly to government, the position is not likely to change. It is more powerful to advocate to Head teacher's and Chairs of Governors, as they now have greater decision-making autonomy.</p> <p>RH – Suffolk have trialled this approach through Governors Training programmes, which has provided a foothold to build upon.</p> <p>DH – enrichment of curriculum is vital, unfortunately it tends to be the underperforming schools that cut arts to focus in on academic subjects.</p> <p>PH – Blackpool exploring why 60% of the population has a reading age of <11. Lots of schools have withdrawn from the schools libraries service, so there is a correlation. PH mentioned Read on Get on campaign – can ACE get behind this?</p> <p>MA – asked about ACE's position on Devolution.</p> <p>DH - ACE is cautious because there will be winners and losers (depending on whether funding is divided on per capita basis/tax generated basis) Currently ACE have the flexibility to under or over invest to level the playing field. Devolution of arts and cultural funding may mean that infrastructure investment is weakened.</p> <p>ACE are interested in closer working with LA's and would rather talk about that than funding on a devolved basis, particularly whilst the</p>
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		<p>funding pot is reducing.</p> <p>LD – acknowledged that there are opportunities arising from devolution. The traditional model of funding is fast disappearing, so ACE is thinking about different models such as long term investment vehicles. However there are legislative parameters around lottery funding that would need increased flexibility. ACE view is that the national ecology has a worth beyond geographical boundaries.</p> <p>PB – asked whether ‘CLOA can help ACE identify how to share best practice from early adopters with the rest of the sector.</p> <p>Action – ACE offered a platform at our next AGM to profile examples they consider to be trailblazers.</p> <p>LD – mentioned the Leadership Essentials programme; members are hungry to find out what is working well elsewhere on a cross party, cross geography basis.</p> <p>PB – there’s a need for Cabinet Office/DCLG/DCMS to join up on the cultural agenda. Dorset arts service spin out and York library staff led mutual are good examples of where this is happening.</p> <p>DH – ACE is increasingly interested in the role of Universities in place making and Chancellors wanting a ‘point of difference’; they need a dynamic cultural draw to attract students.</p> <p>PH – flagged up the impact of Creative People & Places (CPP); the scale of ACE investment has been transformational in Blackpool. It has given the arts and cultural sector a place at the table with the entertainment sector. In terms of financial benefit £3million from ACE has enabled levering of £30million from elsewhere. In areas where there is deprivation you need ongoing investment in cultural capital and leadership. According to PAT 10 in <i>Measuring the economic and social impact of the arts</i>, it takes a 10 year programme to get to a point of sustainability in terms of leadership and infrastructure. What might the future look like for repeat levels of funding?</p> <p>LD – instinctively agree that scale of investment is important, but there is a train of thought that argues for smaller investments. Really strong evidence coming out of CPP on impact, particularly around new audiences engaged. CPP was an action research approach and so where it hasn’t worked it won’t be duplicated. The Spending Review will steer ACE strategic investment and the other challenge is that some of the really hard to reach places have not been penetrated, so ACE have a duty to identify how that can best happen. But there has to be leadership in place to drive initiatives.</p> <p>MA – flagged up commissioning project and partnership with Sport England. Can working in this way be replicated with ACE on any issues?</p> <p>PB – ACE are thinking about what will happen post NCVO Commissioning project and will be looking at how to sustain the benefits, there’s an opportunity to involve ‘CLOA in the conversation.</p> <p>LD – working with NCVO has been enlightening and ACE is trying to get</p>
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		‘CLOA Strategic & Business Items
2.	<p>Presentation by Institute of Groundsmans hip</p> <p>David Teasdale, Chair of IOG</p> <p>Geoff Webb, CEO IOG</p>	<p>GW gave a presentation focusing on their new 2016 strategy ‘From the ground up’ which aims to support professionals and volunteers in creating the very best grass surfaces for all users from beginners to world class champions. The IOG provide education, training and advice including synthetic, clay and grass surfaces. There is increased demand for high standards of playing surfaces and the IOG have a team of Regional Pitch Advisors who provide pitch testing and advice at a local level in order to help get the best out of existing facilities. This is a grant funded initiative called the Grounds & Natural Turf Improvement Programme funded by the Football Association, The England & Wales Cricket Board, Rugby League and Sport England. Through this funding the creation of eight regional posts and a national manager have been established with the current programme live since 2014. As part of its new strategy the IOG want to introduce a ‘Pitch Grading Framework’ to help establish better interpretation of levels/standards and would like ‘CLOA buy-in to support this.</p> <p>GW explained that through good management and offering specific sports turf management training. Professionals, groundsmen or volunteers can help to increase carrying capacity of a pitch and potentially get up to 9hrs per week out of a natural turf surface.</p> <p>The IOG want to break the poor maintenance cycle to improve the quality of provision; this will increase capacity and participation and also help increase profit.</p> <p>GW advised not to write of an asset that is waiting for use; IOG can help volunteer groups to get a surface back into use.</p> <p>IOG now have a suite of learning modules on sports turf management that can be accessed online plus traditional full day courses.</p> <p>IV – noted it is a struggle to employ people at entry level groundsmen through contractors.</p> <p>GW – agreed that low level of pay at entry level and an ageing workforce compounded the issue.</p> <p>RH – asked about apprenticeships.</p> <p>GW – informed that IOG are an apprenticeship trailblazer, acting as a facilitator for standards throughout the industry.</p> <p>DT - invited ‘CLOA Exec to pick up on any local issues directly with them.</p> <p>IB – asked whether the framework could link to Green Flag awards, so when a park is being assessed this can be taken into account. Also cases</p>

		<p>studies on how investment in a grass pitch can generate improved income, would be useful evidence for Heads of Service.</p> <p>Action – IOG to provide hyperlinks to case studies that °CLOA can share with members. (these are currently being developed and will be provided when completed)</p> <p>EW – it would be useful to include levels for community managed assets, as transfers could then have quality measures written into them. Also where grounds maintenance contracts in place, this would help drive standards; at the moment contracts tend to be number of surface cuts rather than quality of surface.</p> <p>IV – agreed that playing pitch strategies need to encompass quality as well as demand. Greater sophistication required in the approach and an acknowledgement that better pitches means more people will use them. IOG listed a number of areas where they would wish to cooperate with °CLOA around the provision/maintenance of recreational surfaces.</p> <ul style="list-style-type: none"> • Share knowledge and understanding • Embrace new framework for natural turf • Encourage learning and development • Open regular dialogue • Work together to raise standards • Share best practice • Create career opportunity and development <p>Action – GW invited to write a blog on the Pitch Grading Framework to test out with °CLOA members before its final launch.</p>
3.	Setting °CLOA's priorities for the next 2 years	<p>The Executive reviewed the key relationships and projects and discussed where further work needs to be undertaken to strengthen approaches to specific issues.</p> <p>This useful discussion flagged up some areas for focus over the coming months.</p> <p>Action - MA/IB/PH/LDM/HB to produce paper for consideration at the next Executive meeting.</p>
4.	Updates:	<p><u>Libraries Taskforce</u> - IV Came out of Sieghart Review. LGA supporting and DCMS on-board with a full time Director, comms manager and project manager. Chair is CEO of Northants, IV on the Libraries Taskforce and is keen to get the group to take a less insular perspective and adopt a wider focus for the work. They are the initiators of the roll out of Wi-Fi in local libraries. Looking at CIPFA library data, discussing with Treasury on how it is collected/used. 5 priorities in their six month review that will soon be available. A recommendation for a National Framework for Public Libraries has been made.</p> <p>Action – HB to liaise with Comms Manager and circulate 6 month report</p> <p><u>Culture, Tourism & Sport Conference</u> – LDM The draft programme and workshop proposals for the 2016 Culture Tourism and Sport conference were circulated. LDM has been liaising with LGA on behalf of °CLOA, and asked for:</p> <ul style="list-style-type: none"> • Views on programme

		<ul style="list-style-type: none"> • Suggestions / offers from Exec on speakers • Suggestions on how 'CLOA can input into the workshops • A chair from 'CLOA needed for the following workshops: Prevention is better than cure and New Delivery Models <p>Action - MA as 'CLOA Chair would like to be involved. VP & IV have also volunteered.</p> <p>The Executive discussed the proposals and the following points were noted.</p> <p>DK – noted that the main programme only featured 1 female speaker. DK – also hoped that in the Leicester welcome, cultural diversity would be covered and examples of how culture and sport are contributing to cohesive thriving/active communities.</p> <p>Indeed the Executive wondered whether there was any merit in looking at diversity in the round in a workshop - inc economic disadvantage and disability.</p> <p>Devolution workshop – may be not Leicester/not tourism focus. Sir Richard Leese Manchester suggested as a possible speaker.</p> <p>VB – keen to find out what is being put forward around the 'earn back' and find an example of a model that the Treasury would buy into.</p> <p>Prevention workshop – it was suggested looking at Integrated Health & Social Care Commissioning for example in Manchester or Uniting Care in Cambridge</p> <p>2016, major events and legacy were also flagged up as being of interest.</p> <p>Action – HB to contact Laura Caton with additional suggestions</p> <p>We have also been advised by LGA that the cost of exhibition stands will increase this year.</p> <p>The cost implications were deemed unaffordable for 'CLOA and there was considerable disappointment expressed by the Executive about the position being adopted.</p> <p>Action – MA to liaise with Laura Caton to seek a resolution and instigate the development of an MoU clarifying the relationship.</p> <p><u>NCLF - PH</u></p> <p>PH advised the group that a Clore Fellow is being sought to lead a review to help the group refocus. NCLF was originally set up for DCMS to work with the sector on the PSA targets; now that purpose has gone. The common theme is how the different sectoral representatives could learn from each other and grow grassroots engagement.</p> <p><u>What Next Local Government & Culture Group - PH</u></p> <p>They are potentially an interesting movement and it would be useful to ask them to come and speak to the Executive at the next meeting.</p> <p>Action - PH to invite David Jubb to next CLOA mtg on Friday 22nd January 2016 in Leeds</p> <p><u>S+RA Public Health Working Group – IB/EW</u></p> <p>Priorities for PHE remain the same; new strategy coming out from Tracey Crouch would be emphasising physical activity alongside sport.</p> <p>Interesting group to be involved with as a range of partners represented.</p>
5	A.O.B	<p>'CLOA AGM 16 – an evaluation of the 2015 AGM at Lee Valley White Water Centre was circulated. The opportunity to raft on the Olympic course after the event was well received and feedback highlights that similar opportunities should be provided at future events to encourage post meeting networking and provide 'added value'. Consideration ought to be given to using a cultural venue next time.</p> <p>Delegates were also asked to identify themes/specific speakers that they</p>

		<p>would like us to secure for next year's event.</p> <p>During planning there was a shift in the opinion of the Exec away from breakouts to a more formal presentation schedule. However, securing keynote speakers was challenging due to the election, which resulted in a delay to the final programme. To ensure planning is timely HB is now looking for volunteers to join a working group to help shape next year's event.</p> <p>Action – HB to organise a teleconference involving MA, IB, VB, RH, DWA to kick start thinking.</p> <p>International Exchange Group</p> <p>DWA has been initiated and has been moderating the 'CLOA International Exchange Group for the last 5 years on LinkedIn. The virtual group seeks to share best practice globally and provide members with access to senior peers worldwide.</p> <p>Looking for someone else to take on this responsibility, which requires c30 mins a week input.</p> <p>Action - VB will contact DWA to ascertain benefit to 'CLOA.</p>
	Date of next Executive meeting	<p>Friday 22nd January 2016 - John Charles Centre, Leeds (followed by Procurement Workshop)</p> <p>Wednesday 27th April 2016 – Loughborough (hosted by Active-net)</p>