

EXECUTIVE COMMITTEE MEETING MINUTES

Date:	Thursday 26th January 2017
Place:	Dance East Ipswich
Times:	1200-1600
Participants:	°CLOA Executive – Mark Allman, Ian Brooke, Polly Hamilton, Debbie Kaye, Richard Hunt, Chris Holliday, Vincent Paliczka, Matt Partridge, Sue Thiedeman, Iain Varah, John Wileman
Apologies:	Emma Wiggins, Duncan Wood-Allum, Val Birchall, Lisa Dodd-Mayne, Nigel Lynn, Rob Persey, Julie Russell, Ian Shipp, Paula Williams

	Item Description	Relevant business considered, facts noted, decisions taken and actions agreed
1	Welcome	Brendan Keaney, Artistic Director and Chief Executive, Dance East gave the background and national/regional context to the establishment of Dance East and highlighted the successes in terms of pathways into the profession, level/diversity of participation and calibre of performances. MA thanked RH and Suffolk County Council for arranging the venue for the meeting and providing lunch.
2	Minutes & matters arising	<p>Minutes of meeting 29th September 16 were agreed as an accurate record and the following updates provided:</p> <p>PH has now spoken to Neil McInnes re. how the Society of Chief Librarians (SCL) have developed their relationship with ACE over a period of time to a point that they are now in a position to bid for NPO status.</p> <p>CSP Review – SE have approached °CLOA and invited input into their consultation on the future role of CSP.</p> <p>Action - HB to contact SE and suggest that the following people are invited to the session on 16th March 2017 - MP, IV, RH, DK, IB, MA</p> <p>A mtg with Claire Pillman at DCMS has not yet been organised.</p> <p>Action - PH, DK, ST to follow up.</p> <p>Jeff James was invited to write a blog on 20 year rule and new burdens money with the aim of promoting take up through °CLOA network. However, this has not been provided.</p> <p>Action – HB to research and write article for e-bulletin instead.</p>
3	Finance update	HB circulated a budget update in advance of the meeting. The membership projection will not be met due to 2 Corporate & 12

	<p>individual members cancelling. Follow up e-mails were sent to all members cancelling their subscriptions to ascertain reason and identify any trends. Amongst the retirees and those who have been made redundant, this exercise also highlighted the relentless pressure on budgets, whereby not only have subscriptions been cut, but many local authorities are now only able to spend on core services/function. The Executive discussed the issue.</p> <p>Action – HB to look into how we can offer standing orders for monthly payments by those individuals paying personally.</p> <p>There was also recognition that regional meetings are a key benefit, but there is currently a lack of capacity amongst the Executive to organise these. The exception being London, whereby London Councils take a lead role in exchange for 2 x complimentary memberships.</p> <p>The Executive considered alternative ways to increase engagement with the wider membership and MA suggested cascading a summary of the Executive minutes through the e-bulletin. This could be accompanied with an invitation to shape the agenda of the next meeting. It was agreed that this may also be helpful in terms of succession planning.</p> <p>Action – HB and MA to extract summary points from minutes.</p> <p>HB reassured the Executive that with savings made throughout the year on expenditure, such as no requirement for a 1Life exhibitor stand at CTS conference and no bonus due for membership growth/sponsor retention, there will still be a £2000 surplus.</p> <p><u>Sponsorship</u></p> <p>The 1Life sponsorship arrangement will come to an end on 1st February 2017 and they have advised that they will not be renewing. MA had a phone discussion with Neil King and he advised that, due to a focus on other activities amongst the senior team, they acknowledge they haven't fully taken advantage of the CLOA package (i.e. they didn't take up the offer of a stand at our AGM)</p> <p>So we now need to identify other operators to approach. The following organisations have already been approached:</p> <ul style="list-style-type: none"> • Stevenage Leisure by MP • Fusion by IB • Prescient Power approached by HB, as they help facilities improve the environmental sustainability of their services whilst also delivering efficiencies. <p>Actions – other potential organisations to contact:</p> <p>DK - Places for People Leisure, Sandra Dodd</p> <p>ST - Practicus, a recruitment agency and Elephant wi-fi</p> <p>PH - Amion & David Clarke Associates</p> <p>MP - SERCO</p> <p>IB - Percell Architects</p> <p>HB to contact Rachel Fowler at Strategic Leisure who is an existing Corporate member and cc ST, DK, IV.</p>
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		<p><u>3 months free membership offer</u></p> <p>As per discussions at the Executive meeting in September, the database non-subscribing authorities dataset was updated and Head of Culture &/or Leisure identified. This was shared with Executive members, in order that they could advise of any errors and proactively seek to recruit new members. A template outlining the benefits of CLOA membership was also provided for individual adaptation offering 3 months free membership. Thanks to those Executive members who took the time to support this endeavour; to date this has translated into 1 Corporate and 5 Individual sign-ups for the trial period.</p> <p>Those senior officers (199) not contacted by the Executive members, were then contacted by HB with a New Year free 3 month offer. To date this has translated into a further 8 Individual sign-ups for the trial period.</p> <p>Action – HB to contact those in receipt of the free 3 months and seek to convert to subscribing members.</p> <p>Action – HB to recirculate non-member list. Executive to consider who they could approach as part of the recruitment push.</p>
3	CLOA AGM	<p>IV has secured use of the Boardroom in the British Library f.o.c, we need to cover the cost of refreshments. The room holds up to 50 people theatre style and the British Library is holding both Wednesday 28 and Thursday 29 June 2017 whilst we liaise with some keynotes over the preferred date. Rowley Keating, Chief Executive of the British Library will give the Welcome address.</p> <p>MA has written to Tracy Crouch (Secretary of State for Sport, Tourism and Heritage) and invited her to share her thoughts on how Britain promotes itself to the wider international tourist market and what actions are being given to limit any negative impact of Brexit on heritage and tourism. He has also written to Nick Pontefract (Head of Sport at DCMS) with a request that he give a progress update on <i>Sporting Future: A New Strategy for an Active Nation</i> and to lead a discussion about the positive role local authorities can play in delivering better outcomes locally.</p> <p>MA has also written to Tanni-Grey Thompson and invited her to give an address on community wellness hubs and a move away from traditional leisure centres.</p> <p>Other suggestions for speakers received are:</p> <p>John McGrath - Manchester International Festival (suggested by PH as an inspirational speaker – he is currently involved in the Inquiry into the civic role of arts organisations)</p> <p>Action - PH to have a conversation with John about the theme of an address; maybe co-production in localities and internationalism.</p> <p>Action - VP to ask Lisa McNally, Consultant in Public Health at Bracknell Forest for suggestions or whether the Year of Self-care would make a good topic.</p> <p>Social prescribing across arts and leisure – Action RH to suggest a</p>

		<p>speaker or an academic.</p> <p>Action – HB to contact the following people once the preferred date is confirmed:</p> <p>Jim McManus – covering the planned ADPH/ °CLOA think piece.</p> <p>Nick Serrota – Director of the Tate to speak about the importance of local government in supporting the arts.</p> <p>The Ealing VAT case was discussed, but felt that it would be better offered as a technical workshop through an organisation such as PWC.</p> <p>Matthew Taylor from the RSA.</p> <p>Cathy Settle – Chief Executive of the Libraries Taskforce; a provocation address that people love libraries more than they want to use them.</p> <p>How do we reconcile the asset base with community requirement through innovation , examples of which services are bucking the trend.</p> <p>Action – the Executive to think about other potential speakers and informally approach/let HB know to follow up.</p> <p>The event will also be an opportunity to engage with prospective/new members and we need to ensure that the AGM is quorate, as a resolution to increase subscriptions will need to be passed.</p> <p>Action – Executive to all identify a future leader and bring along to the AGM.</p>
4	<p>Potential bid to ACE as a sector support organisation</p> <p>This item was moved up the agenda.</p>	<p>Following some teleconferences between PH, DK, ST, HB and Jane Wilson Chair of AD:UK a 'mandatory conversation' took place with ACE on 6/1/17. This was a scheduled, structured conversation, and is an essential part of the process for anyone considering making a bid for NPO status.</p> <p>It was a positive conversation and ACE representatives Paul Bristow, Jane Tarr and Pete Massey agreed that °CLOA has a critical role to play in contributing to ACE Goal 3 & 4:</p> <ul style="list-style-type: none"> • Providing advice and support to local authority senior officers to develop and sustain best practice across a number of areas such as: the design, planning, commissioning of local authority cultural services, the relationship between culture and localities, cross-sectoral and joint service delivery, strategic and financial planning, and developing the evidence base to demonstrate impact. • Providing an informed and coherent voice at a national level to champion, support and advocate for best practice in local government cultural development. • Strengthening the engagement of the sector with other support sector organisations. • Demystifying the role of local government to the wider independent cultural sector with a view to aiding navigation of the sector and strengthening local cultural ecologies. • Brokering partnerships across local authorities with shared

		<p>interests, issues and concerns to commission bespoke advice and support and encourage new models of working.</p> <p>The following current challenges for ^cCLOA were discussed:</p> <ul style="list-style-type: none"> • ^cCLOA does not have sufficient capacity to currently deliver on the above to the extent required by the sector. ^cCLOA operates with a small budget of £35K. <p>Although ACE has advised that we are not in a strong position to apply for NPO, they do think there is a clear role for ^cCLOA in working with them to address the issues set out above. To date, their work with local government has been in collaboration with the LGA, through the Member development sessions. They recognise that this does not give them access to senior and Chief Officers and Chief Executives. They have managed funds that they could allocate to a jointly devised programme of work.</p> <p>Action - In order to progress this approach, ACE need ^cCLOA to:-</p> <ul style="list-style-type: none"> • Develop proposals for a service offer including a programme of activity. This may include the production of guidance on the development of new models, seminars, peer support such as an induction for new heads of service based on the Academy approach offered to members, free membership of ^cCLOA for one year and other professional development activity. • Consider how this might balance/work with ^cCLOA's wider remit around leisure, sport, tourism and green spaces. By making a similar pitch to Sport England. • Evidence need by referencing the surveys/consultation we have undertaken. <p>Action – HB to populate grid linking outcomes to potential delivery mechanism.</p> <p>Action – VP, RH, PH, DK, ST to have a pre-meet to discuss at CTS</p> <p>Action - HB to co-ordinate a meeting with ACE again in March for a follow-up conversation.</p>
5	Leading Learning survey - this item was moved up the agenda.	<p>The results of the survey conducted in partnership with AD:UK was circulated in advance. The aim of the survey was to ascertain the views of the sector on their leadership training needs, and the future of the Leading Learning Programme. The aim being to review and challenge whether there is still a need and a market for the programme. 21 responses to the survey were received (although a number of participants skipped questions)</p> <p>The biggest discrepancy in terms of 'fit' is the cost v available budget. In addition to many respondents only having 'under 1K' available for training, this is further evidenced by the responses to Q12 (particularly if you combine all the descriptors for funding i.e. insufficient training budget, cost and lack of subsidy).</p> <p>Furthermore, 63% of respondents scored Importance of Accreditation as</p>

		<p>a 4 or 5 – which is likely to compound the difficulty of selling the programme into cash strapped LA's. It was felt that if people are paying £4000 they may prefer to embark on an MBA, which would have more career enhancing prospects.</p> <p>Training is a competitive market and respondents are using local providers and in-house sources with many LA's are undertaking their own corporate leadership programmes. Furthermore, ACE is funding the Museum Leadership programme (value £7500 plus £1500 travel), which is likely to be taking a whole cohort of potential candidates away.</p> <p>100% of survey respondents felt 'CLOA had a responsibility for leadership development for the culture, heritage and sport sector. As such the Executive discussed what 'CLOA's position ought to be moving forwards. Despite the low level of survey responses, it was mooted that Leading Learning in its current format and in a climate of austerity, is no longer viable. The Executive acknowledged the past value and quality of content, remain mindful of the need for leadership development and will consider how best to lead an alternative approach to support the sector in the future.</p> <p>Action – ST to write to Sue Isherwood with our recommendations and invite SI to input into our thinking.</p>
6	Collaboration with ukactive and Sport England	<p><u>Feedback from Sport England/Operators meeting 8th November</u></p> <p>MA went to a meeting at Sport England regarding the proposed £ 1 billion investment into community wellness hubs. ukactive are taking this forward and DK is making the case for greater involvement with local authorities in her formal role within ukactive.</p> <p><u>Potential Operator forum/seminar</u></p> <p>ukactive was receptive to the idea of coming together with 'CLOA /Sport England to discuss wider policy issues relating to local delivery and procurement. However, ukactive are yet to come back to MA/DK with any further thoughts/proposals.</p> <p>Action – MA/DK following up.</p> <p><u>Sport England Local Delivery Pilots National Partners session</u></p> <p>MA flagged up key points of the local delivery pilots, whereby Sport England will be investing up to £130 million in 10-14 pilot areas, rural or urban, with a focus on tackling inactivity and helping under-represented groups get more active. There will be an emphasis on the trajectory of success and working with local partners. Finding the right pilots will be a three-stage process that will begin with a series of workshops, followed by an expression of interest form from which SE will select a number of places to formally apply to become one of their pilots. . Deadline for EOI is the 31st March 2017. Up to 4 areas will be selected by May 2017 and up to a further 10 through 2017.</p> <p><u>'CLOA strategic conversation /sector leadership</u></p> <p>The potential future Leadership role of 'CLOA was discussed (illustrated in part by absence of strategic advice for the Ealing VAT case).</p>

		Furthermore, PH will be leading a workshop session on Placemaking at the CTS conference with input from DK outlining the Cambridge approach. Sport England will also be talking about the lessons learnt and impact of our joint Commissioning project, drawing on case study examples from two ^c CLOA Executive members – RH, Suffolk and JW, Nottingham.
7	A.O.B Sporta Awards	<p>MA advised that Sporta have again extended an invitation to ^cCLOA to take part in the independent judging panel. MA undertook this role last year, but the forthcoming awards cycle coincides with preparation for the Leeds Triathlon.</p> <p>It's a two stage process whereby individual judges' score the applications throughout March, with a physical meeting of the panel in mid-April. The awards ceremony will be held in conjunction with the Sporta AGM, on Wednesday 17th May at Sheffield City Hall.</p> <p>MA asked for a volunteer. RH would be interested if less onerous.</p> <p>Action – MA to contact Sporta and ascertain whether there is a way of distilling the information.</p>
8	Dates of next Executive meetings	<p>Date of next Executive mtg:</p> <p>Thursday 27th April, King's Room Corn Exchange, Cambridge</p>