

EXECUTIVE COMMITTEE MEETING MINUTES

Date:	Thursday 27th April 2017
Place:	Kings Room, Corn Exchange , Cambridge
Times:	1200-1600
Participants:	Debbie Kaye, Duncan Wood-Allum, Ian Brooke, Julie Russell, Mark Allman, Polly Hamilton, Sue Thiedeman, Vincent Paliczka
Apologies:	Chris Holliday, Emma Wiggins, Ian Shipp, Iain Varah, John Wileman, Lisa Dodd-Mayne, Matt Partridge, Nigel Lynn, Paula Williams, Richard Hunt, Rob Persey.

	Item Description	Relevant business considered, facts noted, decisions taken and actions agreed
1	Welcome	Elaine Midgley, Business Development Director from Cambridge Live, gave the background and context to the decision to externalise the business, which comprises of the Corn Exchange, Guildhalls, Folk Festival and events programme for Cambridge City Council. EM summarised the challenges of transition, cultural shift and benefits arising from the move, such as the ability to influence decision making, develop the cultural product, merge with e-Luminate, be opportunistic and consider other trading and funding avenues. From CCC perspective the move has provided cost efficiencies, reduced the risk to the council of exposure to the volatile entertainment industry and enabled the arts to thrive. MA thanked DK for hosting the meeting and providing lunch.
2	Minutes & matters arising	Minutes of meeting 26 th January 17 were agreed as an accurate record and the following updates provided: <u>Payment methods for members paying individually</u> Following discussion with Barclays we have been advised that: Standing Orders would make reconciliation of the bank account difficult, as we won't have a record of who has paid in each amount. Therefore this is not considered a viable method. Direct Debit, would give us an accounting trail, but we would need over 400 members paying this way for the bank to set the system up, so not viable either. We do currently have a 'pay by card' option on our website, which was used by 5 members in 16/17. We will continue to promote this method

		<p>in our renewal message, but of the £140 membership this mechanism costs cCLOA £5.91 per transaction.</p> <p><u>Leading Learning Consultation</u></p> <p>ST – confirmed that Sue Isherwood had been contacted regarding the findings of the Leading Learning survey.</p>
2	<p>Feedback from proposals to Sports England & Arts Council England regarding opportunity for cCLOA to play a more enhanced/pro active role.</p>	<p>Following from the January Executive mtg a framework of potential activities linked to organisational development bids to SE & ACE was developed. MA has already shared this proposal with SE, and is hopeful of opening up a conversation regarding funding. Verbally there has been interest expressed; MA is pressing to follow this up.</p> <p>PH mindful that ACE is caught up in NPO process, but will send them the original proposal paper along with the draft framework.</p> <p>Aim to get an agreement in principle that this approach would be of interest to ACE, then need to test the ideas out with our own membership and also find a way to engage with LA's not currently subscribing; particularly as they are those most likely to benefit from support.</p> <p>It was agreed that we need to try and co-ordinate approaches to SE and ACE, as there are implications for cCLOA in terms of capacity.</p> <p>DWA - suggested adding in a 'Diagnostic visit – to scope the type of support an LA wants.'</p> <p>MA – felt we should give both NDPBs our initial range of ideas and ask them to shape the framework further.</p> <p>DK – observed that there are cold spots hampering delivery for ACE and SE, as the landscape is shifting cCLOA can help fill in the gaps and increase the capacity in the regions. SE is potentially reconfiguring the CSPs to assist, so we need to position cCLOA with this in mind. DK felt we needed to be clear on our overarching aim – 'We want to grow our membership so that we can support more local authorities and to do this we want to increase our capacity and become more sustainable'.</p> <p>JR – need to flag up the strength of being a membership organisation, our neutrality is our strength, in terms of being a set of trusted network peers.</p> <p>HB – added that although members are now better connected, through LinkedIn, twitter and regular e-bulletins, the majority are passive and we need to consider how to mobilising existing members to take a lead in the regions.</p> <p>DWA – gave an overview of where CIMSPA might fit into the equation. He expressed concern that we need to address the key issues of culture and leisure service sustainability moving forwards.</p> <p>VP – maybe we need to describe the type of behaviours that a high performing leader should exhibit i.e. engaged, resourceful, innovative, collaborative, well networked, leveraging all opportunities.</p>

		<p>DK – suggested that there are 3 aspects to this work that we need to address; our current mission, our pitch to SE to ACE and future proofing the organisation.</p> <p>Action – HB to circulate MA’s approach to SE.</p> <p>Action – VP to fine tune the draft activities framework for sharing with ACE and SE.</p> <p>Action – PH to send ACE the overarching proposal paper along with the revised framework.</p> <p>Action – HB to remind membership that they can use LinkedIn to get peer advice and support.</p> <p>Action - MA to use his review slot at the AGM to share some of these plans.</p> <p>Action – ST offered to help construct a survey on the framework activities once progressed with ACE/SE. Also need to ask LAs whether there is a lead for culture and sport in place, a current strategy, and what are the biggest challenges faced?</p>
3	‘CLOA AGM – Update on final programme	<p>Our AGM & Members Meeting will take place at the British Library on Thursday 29 June 2017.</p> <p>HB - advised that a final speaker has now been secured - Nancy Hey, Director for the <i>What works well for wellbeing centre</i>.</p> <p>Amongst other topics, the Centre has been commissioned to undertake research into what works for wellbeing in culture and sport, and Nancy will talk about what has been learnt through their review of evidence, including examples of best practice. Our membership may also be a good network for them to draw upon in evidence gathering for future work and cascade of findings, which will include Visual arts and mental health & Leisure and the family.</p> <p>To date 13 delegates have registered (only 2 from Exec IB & RP)</p> <p>Action – HB to issue a dedicated ‘call to register’ for whole membership along with final agenda and biogs.</p> <p>Action – Exec members to register and identify a future leader to bring along.</p> <p>Action - Exec members to volunteer to prepare questions for each speaker. HB to circulate a question template.</p> <p>It was felt that instead of offering a tour of the treasures, members might welcome more opportunity for networking. This could include the offer of staying on for a glass of wine with delegates encouraged to wear a sticker ‘Ask me about.....area of expertise.’</p> <p>Action – HB to enquire about the cost of wine on site visit 11 May.</p> <p>DK – also suggested inviting potential sponsors to the conference and lunch. As there are only 50 spaces it was agreed to reconsider this closer to the date.</p> <p><u>Membership Fees – increase in subscription</u></p> <p>The last increase in membership fees took effect in April 15, with an additional £5 for Individuals and £15 for Corporate subscriptions. If the</p>

		<p>Executive recommend another increase at this year's AGM, it won't take effect until March 2018.</p> <p>The Executive felt that an additional £10 for individuals (£150) and £30 for Corporates (£450) could be absorbed without a negative impact on membership numbers and would potentially generate an additional £1540.</p> <p>Action – HB to prepare relevant motion for circulation with the AGM papers.</p> <p><u>Review draft budget for 17/18</u></p> <p>HB - presented a draft budget for approval by the Executive, which included notes at the bottom and on individual cells, where further explanation was considered helpful.</p> <p>HB - informed the Executive that Alliance have renewed their sponsorship agreement for a further year. There was a discussion about other potential sponsors, IB has approached Fusion and is awaiting confirmation, ST has approached Elephant Wi-Fi and Practicus.</p> <p>If the Sport England grant is taken out of the equation, the projection is for a small deficit in the coming financial year.</p> <p>As the budget needs to be formally agreed at the AGM it will need to be circulated to members registering to attend 1 week in advance</p> <p>Action – HB to circulate with final event details</p>
4	ukactive briefing note	<p>A briefing note on ukactive's ambition for improving engagement and connectivity with local authorities through an agreement with 'CLOA was circulated in advance of the meeting.</p> <p>DK - provided background context regarding the governance structure for ukactive, highlighting who is on the Board, the role DK currently undertakes on the membership council and her work to forge a more strategic relationship with ukactive. Whilst it was felt that at the heart of the organisation there is a genuine desire to better align with LA's, the paper was in essence a covert sales pitch.</p> <p>It was agreed that, as ukactive are well embedded strategically with government and Sport England, there would be benefits from 'CLOA developing an MoU moving forwards.</p> <p>DK - agreed to stand for a further year on the membership council to take forward the evolving strategic relationship.</p> <p>MA – highlighted the need to ensure that whilst we develop an MoU with ukactive, they are not seen as representing the local authority sector.</p> <p>Discussion followed around the importance of wellbeing centres and how we influence the shaping of this approach.</p> <p>Action - DK to feedback 'CLOA Executive views and work with ukactive on the proposal to move it away from a transactional relationship and more towards a strategic partnership based on mutually agreed priorities. To include a reciprocal Corporate membership between the organisations. Action - HB to send DK info about how this works with other organisations.</p>

		Action – incoming Chair & Vice Chairs to work towards developing an MoU with ukactive for ratification at the September Executive meeting.
5	<p>Updates: Future role of CSPs – SE consultation session</p> <p>Creative Industries Federation – membership offer</p> <p>Sport England Project – Phase 3</p>	<p>IV, RH, IB, DK and MA attended the consultation session with SE, focusing on what works in terms of the relationship between the CSP and the local area.</p> <p>MA – summarised the session. CSPs as a network will remain; the question was what their future role will be and the potential for rationalisation. There was an acceptance that the approach works well in some areas i.e. Yorkshire Sport, but not in others. SE understand that their strategy cannot be delivered without greater local connectivity and the CSPs have a key role in this. Sport England want the old linear model of relationship between sport England/CSP/Local Authorities to become much more flexible, working to the principle of developing approaches that work best for that area. They want to encourage a new and better type of relationship (especially where it's not working well now). They want to avoid duplication and increase the accountability for the money allocated to the CSP through better specification of services. Some of the new concepts might be tested through the local delivery pilots. Sport England are also considering the merit of having a senior regional SE employee based within the new CSP arrangements.</p> <p>Action - 'CLOA Executive members to input moving forward as relevant.</p> <p>HB circulated information regarding the Creative Industries Federation (CIF) background and achievements to date, membership benefits and proposed offer to 'CLOA members.</p> <p>PH talked about our emerging relationship with CIF.</p> <p>The Executive discussed the proposal and felt that the upper limit of affordability is likely to be £250. In an LA this would be new money, so if CIF want to engage LAs they would probably need to reduce the increments or consider a flat rate.</p> <p>JR – asked whether CIF would consider a local cultural as member?</p> <p>The issue of regional membership wasn't considered to be a good thing. Another suggestion was to offer interested LA's 3 months free membership to trial the benefits.</p> <p>Action – HB and PH to feedback comments to CIF.</p> <p>HB – updated the Executive that an award for £76,500 has been made and Phase 3 is now underway. The Media Group have been appointed to produce additional films to complement the existing resource. These will be theme rather than personality based around topics such as 'Building relationships' 'Shaping the offer' alongside a more focused case study looking at the journey in Durham. The aim being to make them more engaging, succinct and memorable. It will also make it easier for viewers to navigate around the resources. Once complete the plan is to cascade these over a period of several months in order to build momentum and</p>

		<p>increase impact. Hopefully the Durham story will be available to show at the AGM.</p> <p>Pilot peer reviews are planned in 3 authorities. These reviews will use an expert advisor to provide a focused challenge over three days.</p> <p>This external strategic challenge aims to help focus on further building strategic relationships locally, help bring previously identified opportunities to fruition, position the contribution of sport and physical activity within the wider corporate agenda, contribute to service sustainability.</p> <p>We will be trialling two approaches: - mobilising the same expert advisor in 1 or 2 locations and a new advisor in another. This will allow us to test whether a different perspective helps generate fresh insight and brings new momentum.</p> <p>Following on from the pilots a further 17 reviews are planned.</p>
	A.O.B	<p><u>Cyber attack</u></p> <p>A number of members contacted us to advise that they had received suspicious emails, that whilst not originating from info@cloa.org.uk mention The Chief Cultural & Leisure Officers Association and include an attachment or a link to an invoice.</p> <p>This is causing consternation, as we are actually issuing membership invoices at the moment. It is by the fact that our web host, domain provider and email are all provided separately. We have re-set our passwords on the e-mail account and are getting an SPF record added to our domain. (The purpose of an SPF record is to prevent spammers from sending messages with forged 'From' addresses at our domain).</p> <p>However, because the current set of spoof emails are not being generated by info@cloa.org.uk, but by a 'netbot' that is using previously hacked email addresses, hence they are coming from a selection of sources, and it will not help immediately. Advice to be given to members is ensure our genuine email address is added as a 'safe sender' move spoof emails to Spam, eventually each system will recognise them as such.</p> <p><u>Nomination to the Executive Committee</u></p> <p>HB reminded current Executive members of the formal process for seeking re-election to the Committee. Nomination forms will be circulated in early May and require the candidate to obtain a proposer and seconder.</p> <p><u>Consultation on preserving free use of public parks</u></p> <p>IB has had a telecom with Siraz Natha at LGA; the consensus is that commercial use on a large scale the LA should be able to levy a charge, yet if it is a 'free to attend event/activity' with a social purpose then use ought to remain free. The Executive agreed that local flexibility is key.</p> <p>ST mentioned that Arts Council England is holding round tables by invitation only.</p>

		<p>Action – HB to contact Darren Henley and ask whether ‘CLOA can be involved.</p> <p>PH advised that a Placemaking online resource is being developed –</p> <p>Action – HB to contact Siraz for update on progress and likely cascade date to ‘CLOA membership.</p>
	Dates of next Executive meetings	<p>Date of AGM:</p> <p>Thursday 29 June 2017 at the British Library.</p> <p>Future Executive mtgs will take place in September 17, January 18 & April 18 dates/venues tbc.</p>