ARTS COUNCIL

Minutes of the National Council Meeting held on 8 October 2013 starting at 13.45pm at 14 Great Peter Street, London

Members Present:
Sir Peter Bazalgette Chair of the Arts Council
Matthew Bowcock National Council member
David Bryan MBA FRSA National Council Member
Professor Jon Cook South East Area Council Chair
Julie Finch FRSA National Council Member
Sheila Healy South West Area Council Chair
David Joseph National Council Member
Sir Nicholas Kenyon National Council Member
Keith Khan National Council Member
Nazo Moosa National Council Member
Peter Phillips Midlands Area Council Chair
Alistair Spalding CBE National Council Member
Veronica Wadley London Area Council Chair

Not Present: Rosemary Squire OBE National Council Member
Joe Docherty North Area Council Chair

Also Present: Alan Davey Chief Executive
Althea Efunshile Deputy Chief Executive
Simon Mellor Executive Director, Arts and Culture
Mags Patten National Director, Advocacy and Communications
Liz Bushell Director, Finance and Corporate Services
Francis Runacres Director, Investment
Richard Russell Director, Policy and Strategy
Laura Gander-Howe Director, Children, Young People and Learning
Joyce Wilson Area Director, London
Ruth Alaile Director, Governance and Planning
Paul Blackmore Senior Manager, Estates and Facilities
Samuel Middleton Officer, Policy development
Effie Koliou Governance Officer (minutes)
Nick Merriman Director, The Manchester Museum
Emily Pringle Head of Learning Practice and Research, Tate
James Mackenzie-Blackman Executive Director, New Adventures
1. WELCOME AND APOLOGIES FOR ABSENCE

1.1 The Chair welcomed Naso Moosa, David Joseph and David Bryan to their first National Council meeting.

1.2 It was noted that apologies had been received from Joe Docherty and Rosemary Squire.

2. DECLARATIONS OF INTEREST

2.1 National Council members reviewed and where necessary updated their register of interests.

3. MINUTES OF THE MEETING HELD ON 19 SEPTEMBER 2013

3.1 The minutes of the last meeting held on 19 September 2013 were agreed as a true and accurate record of the meeting.

4. MATTERS ARISING FROM THE MINUTES OF THE LAST MEETING

4.1 There were no matters arising.

5. CHAIR AND CHIEF EXECUTIVE’S REPORT – FOR INFORMATION

5.1 Liz Bushell outlined the reasons for changes in the timetable of implementation of the new business systems project. She advised National Council that this extension in the timescale wouldn’t have a significant impact on the savings expected to be achieved from the switch to new grants management and financial accounting systems.

5.2 National Council AGREED to note the Chair and the Chief Executive’s update.

6. GREAT ART AND CULTURE FOR EVERYONE – THE REFRESHED STRATEGIC FRAMEWORK

(Richard Russell and Samuel Middleton joined the meeting)

6.1 Simon Mellor introduced this item, which was asking National Council to approve the refreshed strategic framework. National Council were reminded that the Arts Council had decided to refresh its existing 10 year strategy Achieving Great Art for Everyone primarily because it had proven difficult to deliver focused investment across 13 priorities, and to enable it to amalgamate Achieving great art for everyone, which focused on our ambitions in relation to
the arts, and *Culture knowledge and understanding*, which set out our ambitions for museums and libraries, into a single strategy covering the Arts Council’s entire footprint.

6.2 He added that success measures had been developed for each goal which should make it easier to assess progress on each goal in future. The intention was that the refreshed strategic framework would create a robust framework that would underpin our decision-making and investment over the next few years, including the narrative behind the guidance and funding criteria for the next investment round. Members were informed that the plan was to publish the strategy at the end of the month.

6.3 National Council welcomed the integration of our ambitions and work on the arts, museums and libraries into a single strategic framework. It was felt that this demonstrated a clear and confident approach to the Arts Council’s newer responsibilities to museums and libraries. They also welcomed the fact that the five goals had remained unchanged in line with the commitment given to the sector in 2010 to stick with those goals for a ten year period.

6.4 It was pointed out that partnership working and collaboration, in particular between arts and culture organisations, was an important theme stemming from the refreshed strategy and that going forward National Council would need to consider how it could best support such collaboration.

6.5 Some drafting issues were highlighted during the discussion. They included the need for the strategy to give sufficient emphasis to the importance of the higher and further education sector to the achievement of the goals and also the Arts Council’s work in improving fund-raising capacity within the sector. Members of National Council were asked to provide Simon Mellor and Richard Russell with any drafting suggestions by the end of the following day.

6.6 National Council AGREED to:

(a) Note the equality analysis of the refreshed strategic framework

(b) Approve the publication of the refreshed strategic framework subject to any further editorial suggestions provided to Simon Mellor to Richard Russell by Wednesday 9th October.

*(Samuel Middleton left the meeting)*
7. UPDATE ON GOAL 5 – EVERY CHILD HAS THE OPPORTUNITY TO EXPERIENCE THE RICHNESS OF THE ARTS, MUSEUMS AND LIBRARIES

(Laura Gander-Howe joined the meeting)

7.1 Althea Efusihile and Laura Gander-Howe gave a presentation on the Arts Council's activities and investment in relation to Goal 5 (Every child and young person has the opportunity to experience the richness of the arts, museums and libraries). Laura Gander-Howe explained that the Arts Council’s current focus on Goal 5 was to improve the delivery of arts and cultural opportunities for children and young people and raise the standard of art and culture produced for, by and with children and young people.

7.2 She added that a wide range of activities aimed at improving the delivery of opportunities for children and young people, were being delivered through the Arts Council’s regularly funded organisations (National Portfolio Organisations, Major Partner Museums and Bridge Organisations), the National Plan for Music Education (Music Education Hubs, National Youth Music Orchestras, In Harmony and Youth Music) and national programmes for increasing the cultural offer for young people, including Artsmark, Cultural Education Partnership Group, Arts Award, National Youth Dance Company, Passport/Digital, Museums & Schools programme, building capacity for schools engagement with regional museums.

7.3 It was noted that the value of reaching and engaging young audiences was recognised across the Arts Council’s national portfolio. There appeared to be a good penetration of the work for, by, and with children and young people, with 65% of National Portfolio Organisations reflecting Goal 5 in their funding agreements. Research suggested that there was work aimed at children and young people across all artforms and museums and libraries. It was also suggested that the Arts Council was increasingly seen as the national strategic lead for cultural offer, engaging with partners across the cultural sector and the education landscape through a range of national programmes, including Artsmark and Arts Award.

7.4 But while significant progress had been made, challenges remained, the most significant of which were the need to address the questions about the consistency of the offer in terms of quality and to ensure that children and young people were engaged in producing the work. Laura Gander-Howe pointed out that these elements would be picked up in a presentation elsewhere on this agenda, on the work undertaken to develop a set of principles enabling both the Arts Council and the sector to assess the quality of the work for children and young people.
7.5 The importance of ensuring that the Arts Council’s work and investments were based on a good understanding of the patterns of digital engagement and media consumption habits of children and young people was highlighted. There were some questions about whether the Arts Council was broad enough in its scope reflecting new genres of art, popular with children and young people.

7.6 Members noted that there were a number of different projects and initiatives designed to improve the engagement with children and young people in culture and asked officers to think about how they could streamline the provision and ensure greater coherence across the multiple interventions in music education in particular. There was also a question about whether we could achieve more impact if the resource was targeted more at children and young people who would not be able to access to arts and culture by other means.

7.7 National Council NOTED the update.

8. DEVELOPING FRAMEWORKS FOR MEASURING AND DEFINING QUALITY

(Nick Merriman, James Mackenzie-Blackman and Emily Pringle joined the meeting)

8.1 Simon Mellor introduced this item which outlined the work that the Arts Council was undertaking with the arts and cultural sector to develop a set of metrics and principles to measure the quality of the art that we support.

8.2 James Mackenzie-Blackman, Executive Director of New Adventures, and Emily Pringle, Head of Learning Practice and Research at Tate, gave a presentation on work they had been involved with since 2011 to develop a set of quality principles for work produced for, by and with children and young people. They added that this was a sector-led project supported by an External Reference Group convened by the Arts Council, comprising of representatives of the sector, across regions, artforms, and organisations of varying size and scale, including a mix of NPOs and non-regularly funded organisations.

8.3 There had been three main consultation events between December 2011 and February 2013, involving education managers, artists, teachers and young people, with the aim of gathering consensus and agreement over the quality principles and exploring how they could be applied on the ground.

8.4 It was noted that the next step was to further explore how the principles worked in practice and develop a policy framework for how they could be
applied to drive excellence in work produced for, by and with children and young people.

8.5 There was a general discussion on how the principles could be used as a lever for improvement once the research and development phase had been completed. The current thinking on this was that they could be integrated into Artsmark and Arts Award. The Arts Council was also planning to hold discussions with Ofsted around how Artsmark could support their inspections on the quality of cultural education in schools.

8.6 Nick Merriman, Director of the Manchester Museum, gave a presentation on a project being led by a consortium of Manchester-based arts and culture organisations who were exploring the potential of developing a set of metrics for artistic excellence and reach.

8.7 He explained that this project was drawing on a piece of work developed in Australia, which in effect involved the triangulation of the following sources of evidence: a self-assessment by the organisation, peer evaluation, public opinion. A number of outcome measures had been identified to reflect the quality of product, quality of experience, quality of engagement and the creative process. Nick Merriman added that these outcomes were underpinned by organisational health indicators, which encompassed financial health, quality of leadership and quality of relationships and partnerships.

8.8 National Council was told that the project was now at a late stage of development and that next steps involved further refining the set of these outcome measures to create a standard set of metrics that could be rolled out to the arts and cultural sector.

8.9 National Council welcomed this project, commenting that the fact that the measures were being developed by the sector for the sector should help improve its use and take up by arts organisations.

8.10 Members reflected on the value that this project could be adding to existing methods for measuring success such as footfall, ticketing, social media traffic and critical reviews, and how it could be used as another powerful tool for enabling organisations to understand how they and others think about the quality of their work.

8.11 Simon Mellor informed the meeting that he envisaged being in a position to bring firm proposals on how we could use both pieces of work to inform Arts Council’s assessment of quality and its investment decisions by the end of the year.
9. INVESTMENT APPROACH 2014/15 TO 2017/18
(Francis Runacres joined the meeting)

9.1 National Council considered an update report on how thinking on the total
investment approach for 2015/16 to 2017/18 had developed ..........................
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9.4 Althea Efunshile provided Council with an update on progress on the
development of the criteria for application and assessment for the next
National Portfolio Organisations and Major Partner Museums investment
process. She reminded members that they would be asked to sign off the
application guidance and criteria in December 2013.

9.5 Members sought some further clarification in relation to proposed approaches
to talent development, lottery funding within the national portfolio, equality and
diversity and the decision-making process for museums.

9.6 National Council AGREED to note the update ..................................................
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(Information has been withheld here in line with the requirements of section
43(2) of the Freedom of Information Act 2000 – prejudice to commercial
interests. A public authority is entitled to withhold information under this
provision where disclosure of that information would be likely to prejudice the
10. CAPITAL PROGRAMME DECISIONS

10.1 Francis Runacres introduced the report which contained two stage two Capital applications for decision, from Birmingham Royal Ballet and the City of Birmingham Symphony Orchestra.

10.2 Birmingham Royal Ballet requested £1,850,000 towards the £2,702,105 costs of refurbishing their existing premises on Thorp Street, within Birmingham Hippodrome.

10.3 The City of Birmingham Symphony Orchestra requested £1,223,000 towards the £1,833,000 costs of improving and upgrading the CBSO Centre.

10.4 National Council considered the recommendations on both funding applications including the summary assessment of the applications and felt that both applications should be supported. ..........................................................

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(Information has been withheld here in line with the requirements of section 43(2) of the Freedom of Information Act 2000 – prejudice to commercial interests. A public authority is entitled to withhold information under this provision where disclosure of that information would be likely to prejudice the commercial interests of any persons or organisations, including the Arts Council itself.)

10.5 National Council AGREED:

(a) the recommendation to award Birmingham Royal Ballet a capital grant of £1,850,000 subject to the conditions as set out in the assessment summary.

(b) the recommendation to award City of Birmingham Symphony Orchestra a capital grant of £1,223,000 subject to the conditions as set out in the assessment summary.

(Francis Runacres left the meeting)
11. REDEVELOPMENT OF SOUTHBANK CENTRE – LANDLORDS CONSENT
(Joyce Wilson and Paul Blackmore joined the meeting)

11.1 Joyce Wilson and Paul Blackmore introduced this item which was asking National Council to provide consent as Landlord to a number of changes to the Southbank Estate.

11.2 Joyce Wilson gave members a general update on the plans for the redevelopment of the Southbank Centre advising the Council that the Capital application from the Southbank Centre will probably be presented to Council for decision early next year.

11.3 Paul Blackmore outlined the details of approvals and consents that the Southbank Centre has requested from the Arts Council as the owner of the freehold.

11.4 National Council considered the recommendations and noted the arrangements to improve the monitoring of changes to the structures and use of land and buildings comprising Southbank Centre going forward and the proposed developments in relation to the Festival Wing.

11.5 National Council AGREED to:
(a) Give retrospective approval to the construction and lease of the ‘Jubiloo’;
(b) Grant retrospective approval for the ‘Udderbelly’ temporary structure;
(c) Approve the sale of the Southbank Centre’s long leasehold interest in the Hungerford car park to Braeburn;
(d) Delegate to the Chief Executive in consultation with the Chair the authority to approve the subsidiary consents for alterations to the Hungerford car park;
(e) Delegate to the Chief Executive in consultation with the Chair the authority to approve the development proposals for the Festival Wing project;
(f) Delegate to the Chief Executive in consultation with the Chair the authority to approve sub-leases arising from the new commercial undertakings arising from the Festival Wing project.

(Joyce Wilson and Paul Blackmore left the meeting)
12. ANY OTHER BUSINESS

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(Information has been withheld here in line with the requirements of section 22 of the Freedom of Information Act 2000 – information intended for future publication. Under section 22 we are entitled to withhold information until the intended publication date as long as there is a clear intention to publish the details in the future, and where it is reasonable in all the circumstances to maintain the original timetable for publication.)

The meeting closed at 17.14