



CREATIVITY IN THE UK

**MINUTES OF THE BOARD MEETING OF FESTIVAL 2022 LTD**  
(the "Company" and "Festival 2022 Ltd")  
**THE MALDRON HOTEL, DEAN AND NEWBURY MEETING ROOM, GLASGOW**  
**AND VIA VIDEO CONFERENCE ON WEDNESDAY 02 MARCH 2022, 10:00 – 13:30**  
for UNBOXED: Creativity in the UK (the "Programme" and "UNBOXED")

**Present:**

Dame Vikki Heywood DBE (VH)	Board Chair, Non-Executive Director
Faraz Tasmin (FT)	Independent Non-Executive Director
Dr. Hayaatun Sillem CBE (HS)	Independent Non-Executive Director
Rob Smith MBE (RS)	Independent Non-Executive Director
Dr. Maggie Aderin-Pocock MBE (MAP)	Independent Non-Executive Director
Roger Mosey (RM)	Independent Non-Executive Director
Amali de Alwis MBE (AdA)	Independent Non-Executive Director
Priya Lakhani OBE (PL)	Non-Executive Director, representing England
Roger Lewis (RL)	Non-Executive Director, representing Wales
Liam Hannaway (LH)	Non-Executive Director, representing Northern Ireland
Dr. Bridget McConnell CBE (BMcC)	Non-Executive Director, representing Scotland

**Board Observers Present:**

Emma Squire CBE (ES)	UK Government, Department for Digital, Culture, Media and Sport ("DCMS")
Matthew Reader (MR)	UK Government, Department for Digital, Culture, Media and Sport ("DCMS")
Carrie Cook (CC)	UK Government, Department for Digital, Culture, Media and Sport ("DCMS")
Richard Walsh (RW)	Scottish Government

**In attendance:**

Martin Green CBE (MG)	Chief Creative Officer
Phil Batty (PB)	Executive Director
Ian Reid (IR)	Chief Executive & Accounting Officer
Bea Hendry (BH)	Head of Programmes
Caroline McGrory (CMcG)	Chief Legal Officer & Company Secretary
Sarah Tromans (ST)	Head of Finance Management
Lucy Bailey (LB)	Senior Legal Counsel
Marie Christie (MC)	Visit Scotland, Head of Development
Ben McKnight (BMcK)	Communications Director
Sam Skillings (SS)	Head of Audiences & Marketing
Sam Hunt (SH)	Programme Director (items 3a-5)
Hilary O'Shaughnessy (HO'S)	Director of Commissioning
Adel Al-Salloum (AAS)	Head of Creative Partnerships
Yasmin Damji (YD)	Senior Evaluation and Impact Manager (1-2b)
Ali Roche (AR)	Senior Producer (items 3a-3b)
Chloe Patrickson (CP)	Strategic Campaigns Manager (items 3a-3b)
Katie Popperwell (KP)	Senior Producer (item 5)
Georgina Innes (GI)	International Producer (item 5)
Laura O'Flynn (LO'F)	Governance Manager (Note-taker)
Laura O'Donnell (LO'D)	Assistant Project Manager (Secretariat)

**Creative Team Presenting**

**Attendees:**

Jen Crook (JC)	Collective Art, Director (item 3a)
	Collective Art, Executive Director (item 3a)



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Cathy Hirschmann (CH)	Collective Art, Senior Producer (item 3a)
Alex Rowse (AR)	Professor of Philosophy at the University of Glasgow, and
Professor Fiona Macpherson (FM)	Director for the Centre for the Study of Perceptual Experience (CSPE) (item 3a)
Neil Butler (NB)	Dandelion, Festival Director (item 4a)
Angus Farquhar (AF)	Dandelion, Creative Director (item 4a)
Jenny Howard-Coombes (JHC)	Dandelion, Executive Director (item 4a)
Janice White (JW)	Dandelion, Project Manager Unexpected Garden (item 4a)
Tanveer Parnez (TP)	Dandelion, Director of National Development at BEMIS Scotland (item 4a)
Miriam Nelken (MN)	Visit Scotland, Senior Programme Manager (items 4a-4b)

**UNBOXED Observers:**

Marie-Therese Chitnis (MTC)	Legacy and Impact Manager (items 2b-5)
Giulia Ascoli (GA)	Strategic Communications Manager (items (2b-5)
Chris Ricketts (CR)	Senior Producer (items 4a-4b)
Claudine Ratnayake (CRA)	Senior Project Manager

**14/22 Welcome and apologies for absence**

The Chair welcomed all present. Apologies were received from Andrew Thompson, Gerwyn Evans, Louise Hyland and David Grady.

PB welcomed Adel Al-Salloum to her first Board meeting as part of the UNBOXED Senior Leadership Team. A warm welcome was received for Marie Christie from EventScotland and, Matthew Reader and Carrie Cook from DCMS who were all in attendance for the meeting as representatives of UNBOXED strategic delivery bodies and funders respectively. Claudine Ratnayake (an OC employee) observed a Board meeting as part of her professional development.

**15/22 Approval of Minutes and Matters Arising**

The Chair informed of no matters arising and noted the outstanding actions. The Chair reminded that Board is receiving digital assets from the Marketing Team and encouraged all to utilise.

The minutes of the meeting held on 10 December 2021 were accepted as an accurate record and would be duly signed by the Chair electronically and a redacted copy published on the website.

The minutes of the meeting held on 28 January 2022 were accepted as an accurate record and would be duly signed by the Chair electronically and a redacted copy published on the website.

The minutes of the meeting held on 07 February 2022 were accepted as an accurate record and would be duly signed by the Chair electronically and a redacted copy published on the website.

The Chair noted that this was a formal meeting with a standardised agenda. In reviewing this, the Chair gave a steer on items for discussion, decision and confirmed no declaration of interest regarding business on the meeting's agenda.

## 16/22 Executive Update

The Chair noted the paper (taken as read) and handed to MG and PB to frame.

MG informed that strong relationships remained with the four governments. UNBOXED continues to undertake public affairs, external relations and public engagement to support the delivery of the programme and this remains a key agenda item with the Board Chair during the Executive Team weekly meetings. Thanks were given by RL for the Welsh Government's positive statement endorsing the UNBOXED programme in Wales.

PB ran-through the structure of the report, taking into account feedback from the Board Effectiveness Report. He highlighted the operational shift into delivery and increased resource pressures on the team. Other issues raised in the report would be discussed on the agenda and a detailed meeting planned on evaluation in April at ARAC with an invite extended to Board.

Collectively, the Board welcomed the report and new format. The Board queried how they would be able to track live updates on impact (including legacy developments). BH responded with this being a priority for the new Legacy and Impact Manager over the next 2-months. The Board asked for this to be included in the legacy deep dive end of May/June once planning was complete.

## 17/22 UNBOXED / About Us launch initial reflections

YD joined the Board meeting to provide details on initial audience feedback from the first commission live event the previous evening. This 'in-flight' insight was appreciated by the Board.

BMcC highlighted that a representative of the local council mentioned that they saw this event as a legacy of the Paisley 2021 UK City of Culture bid which registered the significance of the event and the location.

HS said it was an incredible to received real-time insights and wondered how UNBOXED would be able to get that insight and civic pride visible, and that it's more than a night show. It was discussed how a formal comparison of press sentiment between 2021 and 2022 could be undertaken. PL agreed and suggested sentiment analysis of social media although noted the financial restrictions of this.

It was confirmed that a "Discover More" section of the UNBOXED website was launching this month.

**ACTION: BH/BMcK to consider utilising sentiment analysis as an evaluation tool, taking into account budget constraints.**

BMcK informed social media will be used to disperse audience feedback widely. The Board felt more than quotes are required to explain the impact.

SS outlined the human resource and activity undertaken to support the launch.

Internal processes will be reviewed to maximise engagement and connection between the central campaigns and the 10 projects. The phase 3 MarComms plan due at the next Board meeting should identify areas for improvement.

The Chair thanked all the team on this very important moment and for the incredible work achieved. The Board also thanked MAP for a fantastic speech.

YD left the meeting.

### **18/22 Dreamachine: Deep Dive**

The Chair welcomed team members working on the Dreamachine project.

The team presented the approach to the project, reminding the Board of the vision to explore the most fundamental human connections: how we perceive the world around us.

The team provided an update on what will be included in the programme:

- Live experience
- Schools programme
- Digital experiences
- Digital scientific study
- Creative communications

The team provided an update on areas including details on the following:

- Prototyping and audience feedback
- Inclusion and access (1) Full sensory, (2) Sensory adapted sessions (3) Relaxed environment sessions
- Presenting partners
- Venues
- Schools
- Launch and brand
- Campaign objectives
- Operations and Policy
- Delivery phase – audience experience
- Public communications
- Perception census
- Legacy

The Chair thanked the team for their presentation. The Board posed the following questions and discussion points:

- Whether the team are ready for the interest for future touring this is likely to attract, due to it being such an extraordinary project and so inspiring. Collective Act confirmed this was part of their planning.
- The processes relating to participant consent prior to the high sensory experience. It was confirmed that this was being developed with input for Health and Safety expert, science advisors, insurers and their legal team, informed by the prototyping phase. The team outlined the alternative provisions that would be available to participant depending on responses to



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the pre-questions to ensure the version of the experience was the most suitable for the participant, and to also ensure accessibility for all.

- The development of research papers through the university team members, working with teams across the world to disseminate the data and influence future research projects. The team confirmed there is an aspiration to develop a forum for people to share memories of their experience. There is an ambition to explore grant funding programmes to assist with further dissemination and use of data in the future.
- Queries as to how the team are targeting individuals who wouldn't normally sign-up for this experience and ideas to encourage a wider audience. The team informed that locations had purposely been selected for communities and there was an intention to ring-fence tickets for them to seek a range of audiences. This has been tested with individuals during the prototype who are now spokespeople for the project.
- The management of sensitive personal data, including disability disclosure. The team confirmed this data will be managed securely and they will make assessment based on known and disclosed information and will not be involved in diagnosing individuals based on their data.
- Timescales on providing the educational resource during school summer holidays. The team provided reassurance that resources were already live in schools. The plan the team are working towards is a five-week campaign within the school period and then looking at summer activity packs.
- Managing potential over-subscription. MG clarified that the participation offer for the live experiences couldn't be increased and that it is currently planned to take place for 12 hours per day over five months. The team can consider continuing the experience post UNBOXED.
- Whether their provision for FE/HE in relation to learning resources. PL volunteered to support as supplies tech for most colleges and the team to reflect and come back to her if possible.

The Chair thanked the creative team once again for attendance and felt the learning and interpretation of this would be knitted throughout the UNBOXED programme.

The Dreamachine Creative team left the meeting.

## **19/22 Internal Operations and Risk Appetite discussion: Dreamachine**

AT has been allocated as the Non-Executive Project Champion and had come back with some good questions which the team are reflecting on and responding. The prototype continues and provide the outcomes at the Board in April. Any questions the Board had must be answered by April. The Board were invited to attend the Dreamachine prototype.

AR and CP left the meeting.

## **20/22 Dandelion: Deep Dive**

The Chair and MC welcomed team members working on the Dandelion project.

The Board noted this project has been directly commissioned by EventScotland and funded by the Scottish Government as part of the four-nation approach.

The team outlined that the Dandelion project is a major creative grow-your-own food initiative bringing together traditional and future food growing technologies to reimagine harvest for the 21<sup>st</sup> century, running from April – September.

The team provided an update on how the project was progressing, including details on the following:

- Objectives
- Timeline
- Dandelion Film Release
- Unexpected Gardens – partners and locations
- Floating garden
- Cube bike tour and installations
- Dandelion schools – growing initiative
- Festivals
- Digital offer and experience
- Legacy

The Chair thanked the team for their attendance and commented that the project is fantastic, and the Board were given an opportunity to ask questions.

The Chair thanked the team for their presentation. The Board congratulated the team and discussions were had around:

- Engagement outside of Scotland. The team plan to share the evidence in a symposium following the end of the project. The team are invested and are committed to develop communities and the next generation.
- Future of the cubes of perpetual light in schools and whether a guide would be created about re-gifting them into the community if not used. The team reassured that this discussion is taking place in schools. It was confirmed that at the date of the meeting 420 schools were committed and more were showing interest which was really encouraging.

BMcC felt the musical element was key to the project and asked if the team would share this with the Board when finalised. The Chair once again thanked the team for their time, and offered the Board's help and support and networks, if required.

The Dandelion Creative team left the meeting.

**21/22 Internal Operations and Reflections: Dandelion**

MC believed the team were managing the project well. All currently on track.

**22/22 International Programme and Reach**

The Chair welcomed team members working on the International Programme programme.

The team presented the approach to the UNBOXED International Engagement Programme outlining the following key aims:

- Celebrate the UNBOXED programme internationally
- Support global promotion of the UK and four nations' brands
- Showcase our talent and innovation across the world
- Demonstrate strengths of STEAM sectors
- Promoting content to support tourism.

The team went on to provide more detail in relation to the draft framework, possible opportunities for commissions and creative advocacy.

The Chair thanked the team for their attendance and commented that it would be useful to know the reach as events take place, for example the SXSW conference which the team was attending and presenting at.

The Board thanked the team for the work completed so far and looked forward to receiving a full proposal about the closure events programme at the Board meeting in April with consideration for a strategy to engage across all four nations.

SH, KP and GI left the meeting.

**23/22 Financial performance and ARAC report to the Board (inc. internal audit update)**

ST framed the report (taken as read) and asked Board to ratify the approvals of the ARAC meeting of 02 February 2022. The Board raised no comments.

**IT WAS RESOLVED THAT THE BOARD ratified the approvals of the ARAC meeting of 02 February 2022.**

**24/22 Overall review of all policies, inc. Sustainability Policy**

The report was taken as read and the Board did not raise any further comments.

**IT WAS RESOLVED THAT THE BOARD**

- approved the Safeguarding Policy
- approved the Sustainability Policy
- approved the Freedom of Information Policy

**25/22 Any Other Business**

The Chair thanked once again for input into the Board Effectiveness Report and noted progress on the actions, with a forward plan being created and due for circulation by the Governance Manager soon.

**Reflections and closing remarks**

The Chair thanked the Board for their contributions and for completing the recent Doodle Poll and confirmed the following two dates:

- 31 March, 19:30 – 20:30: Green Spaces Dark Skies deep dive
- 07 April, 19:30 – 20:30: Tour De Moon deep dive

It was informed that the next ARAC meeting takes place on 06 April and the Board were invited to the first 45 minutes (14:00 – 14:45) as the ARAC will be joined by the evaluation provider for a detailed update on evaluation and would be good if available to attend.

**Close of meeting**

The meeting closed at 13:30. The date of the next meeting was confirmed as a formal meeting on 21 April 2022, in person in Northern Ireland.

Distribution by email unless stated otherwise:

Board Directors  
Board Observers  
Executive Management Team

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