



CREATIVITY IN THE UK

**MINUTES OF THE BOARD INFORMAL MEETING OF FESTIVAL 2022 LTD VIA VIDEO CONFERENCE ON THURSDAY 31 MARCH 2022, 19:30 – 20:30**

(the "Company" and "Festival 2022 Ltd")  
(the "Programme" and "UNBOXED")

**Present:**

Dame Vikki Heywood DBE (VH)	Board Chair, Non-Executive
Faraz Tasnim (FT)	Independent Non-Executive Director
Dr. Hayaatun Sillem CBE (HS)	Independent Non-Executive Director
Rob Smith MBE (RS)	Independent Non-Executive Director
Roger Mosey (RM)	Independent Non-Executive Director
Dr. Maggie Aderin-Pocock MBE (MAP)	Independent Non-Executive Director
Priya Lakhani OBE (PL)	Non-Executive Director, representing England

**Observers Present:**

Emma Squire CBE (ES)	UK Government
	Scottish Government

Richard Walsh (RW)

**In attendance:**

Martin Green CBE (MG)	Chief Creative Officer
Phil Batty (PB)	Executive Director
Caroline McGrory (CMcG)	Chief Legal Officer
David Gray (DG)	Chief Financial Officer
Ben McKnight (BMcK)	Communications Director
John Darnbrook (JD)	Head of Business Integration
Adel Al-Salloum (AAS)	Head of Creative Partnerships
Julie Flavell (JF)	Senior Producer
Morgan Summers-Smith (MSS)	Strategic Campaigns Manager
Marie-Therese Chitnis (MTC)	Legacy and Impact Manager
Laura O'Donnell (LO'D)	Assistant Project Manager
Laura O'Flynn (LO'F)	Governance Manager (Note-taker)

**Creative Team Presenting Attendees (item 2a):**

John Wassell (JW)	Lead Creative Producer and Co-Founder of Walk the Plank
Liz Pugh (LP)	Co-Founder of Walk the Plank
Kathy Hayes (KH)	Country Producer, Northern Ireland
Keren McKean (KMcK)	Country Producer, Scotland
Nathaniel Fernandes (NF)	Siemens Graduate Engineer
Helen Palmer (HP)	Communications Lead
Rebecca Whitman (RWh)	Sustainability Manager
Charlie Morrison (CM)	Executive Director
Jasmine Bertie (JB)	Learning & Participation Lead
Alison Fordham (AF)	Projects and Partnerships

**26/22 Welcome and apologies for absence**

The Chair welcomed all present and noted that this was an informal meeting dedicated to the Green Space Dark Skies deep dive.

Apologies were received from Amali de Alwis MBE, Prof. Andrew Thompson CBE, Liam Hannaway, Roger Lewis, Dr. Bridget McConnell CBE, along with Gerwyn Evans, Louise Hyland, Ian Reid, Bea Hendry and Lucy Bailey.

## 27/22 Green Space Dark Skies: Deep Dive

The Chair welcomed team members working on the Green Space Dark Skies project.

The team presented the approach to the project, setting out to the Board the following specific aims of Green Space Dark Skies:

- Connect people with the countryside:
  - In-person at carefully managed live events
  - Online through film distribution and digital engagement
- Highlight the fragility of our natural habitats
- Remove barriers that prevent access
- Be a sustainable project, certified carbon net-positive
- Innovate and work with new technology

The project intends to 'walk lightly on the land' and leave no trace.

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

- National partners
- Geo-lights technology
- The films: distribution potential
- Event teams and key stakeholders
- Sustainability
- Access, diversity and inclusion
- Participation
- Learning: Practical resources
- Marketing, PR and Communications
- Live event dates and locations
- Legacy

The Chair thanked the team for their presentation. Board congratulated the team and discussions cover the following areas:

- **Distribution of the digital content:** The Board queried the timeline of live events and film distribution. The team informed that the original ambition was planned to release a week post the event. Having reflected, it was felt the timescales would be too ambitious and currently reconsidering these. In addition, there may be shorter social media activity released. MG supported the team in more realistic timeframes and felt it was important to see the live events as not audience driven moments, but a method to capture content.
- **Broadcast opportunities:** Board felt it would be important to engage regional TV news in the live events as compelling local interest stories. The team agreed. Board appreciated that the content is coming together but emphasised that digital content is highly competitive and although this has beautiful scenery and the light intervention makes for a unique visual experience, it will be critical to ensure it is not taken for granted that



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audiences will engage and ensure a marketing strategy is developed to support the overall artistic vision for the digital output.

- **Association with UNBOXED:** ES had been mystery shopping during a weekend break in Dorset and saw references to Green Space Dark Skies within two magazines but neither included a reference to UNBOXED. In addition, a link was provided also not referencing UNBOXED. The Board felt this was a missed opportunity to demonstrate that Green Space Dark Skies exists as part of a wider programme and that branding and written references to this are fundamental to the success of the overall programme. The team confirmed that every press release is run-through the UNBOXED PR sign-off process, so some of this may have been journalist discretion. The teams agreed to work closely together to resolve this moving forwards. It was noted that as part of these efforts, evidencing the funding provided by the taxpayer through the four Governments should also be woven into messaging.
- **Learning resources and opportunities:** The team outlined that their focus is on participation with the Lumenators and due to timing, competition and resource there has been limited engagement of schools, and FE/HE institutions. PL felt education was not saturated with the UNBOXED projects as each commission is so different and believed strongly that more can be done to inspire children through Green Space Dark Skies. It was requested that the UNBOXED and Green Space Dark Skies reflect on this as part of ongoing plans and developments.
- **Clarification on the future use and exploitation of the light technology:** The Board requested clarity on whether it was expected that the physical light become a product available to buy or a one-off specific to this project. The team said that the product would not be commercially sold, but the technology application is establishing new models of use.
- **Overall ambition and resource:** Board asked the team what they felt were the high-level risks. The team felt it was constantly managing a fluid set of issues and once launched in April the team will essentially be delivery a live event each week and that is resource intensive. Plans are in place to constantly reassess and learn lessons, but paramount to the Green Space Dark Skies team is the Lumenator experience. This must be excellent to leave them with a feeling of how they were welcomed, connected and a huge part of experience itself. This would help create a ripple and as a result support the positive communications of the project and UNBOXED.
- **Unexpected levels of public engagement with the live events:** The team felt their communication to Lumenators made clear that spaces are limited due to working in protected environments. Balancing creating a buzz in local areas while managing the event. The priority remains the digital experience and how content is engaging and consumed.
- **Wider distribution of digital content:** It was suggested that content could also be distributed through film festivals, with Kendal Mountain Film Festival and other international mountain film festivals offered as examples. The team noted this to explore.

The Chair thanked the Creative Team once again for attendance and congratulated the team on a fascinating and exciting project.

The Green Space Dark Skies Creative team left the meeting. HS also gave apologies and left the meeting too.

## **28/22 Internal Operations and Reflections**

PB ran-through the five key red-risk issues identified by UNBOXED from the Green Space Dark Skies risk register. PB confirmed these were being actively managed, with 4 out of 5 being progressed to closure. It was confirmed that PL as the NED Project Champion had been through a series of conversations with Executive and confirmed this assessment.

It was confirmed that the project is reporting financial expenditure levels in line with budget in advance of the live event phase commencing.

The Board noted the residual area of concern as the ability for the project to maximise the full potential of the digital experience to build from the live event. MG confirmed this was being actively worked through with the team.

As PL had now been allocated as the NED Project Champion on another commission VH offered to substitute for PL in closing out this final issue and some others that had been raised at this session. Board were in agreement with this approach.

A discussion took place regarding the challenge given to the team on maximising the educational benefits and opportunities of the project. JF was in agreement and felt this content had the potential to be unique and informed that the Education Lead within the Creative Team was in agreement on this. It was felt that additional resource allocation from within the project to this area could be beneficial. JF agreed to follow this up with the team. RS requested that this also consider non-formal youth settings and networks (e.g., Scouts and similar groups).

PB provided reassurance that the team are cross-checking resource and impacts across the full programme of priorities and deprioritising activity accordingly.

The Board Chair summarised emphasising it is a fantastic, beautiful project with heart at the centre. The focus should be on expanding the audience and engagement and to improve articulation of the technology development in doing so and provide the emotional feeling to the wider digital audience.

**ACTION: MG/JF to feedback to the Creative Team following the Board's comments on Green Space Dark Skies.**

## **29/22 AOB**

No 'Any Other Business' was raised.

### **Close of meeting**

The meeting closed at 21:00. The date of the next informal Board meeting was confirmed as 7 April 2022 dedicated to the Tour de Moon deep dive, virtual.



Distribution by email unless stated otherwise:

Board Directors

Board Observers

Executive Management Team

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