



CREATIVITY IN THE UK

MINUTES OF THE BOARD MEETING OF FESTIVAL 2022 LTD

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

**RAMADA BY WYNDHAM HOTEL, C.S. LEWIS MEETING ROOM, BELFAST,
NORTHERN IRELAND AND VIA VIDEO CONFERENCE ON THURSDAY 21 APRIL 2022,**

13:30 – 17:30

for UNBOXED: Creativity in the UK (the "Programme" and "UNBOXED")

Present:

Dame Vikki Heywood DBE (VH)	Board Chair, Non-Executive Director
Faraz Tasnim (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
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:

Nicola Hewer (NH)	UK Government, Department for Digital, Culture, Media and Sport ("DCMS")
Carrie Cooke (CC)	UK Government, Department for Digital, Culture, Media and Sport ("DCMS")
Louise Wanczycki	UK Government, Department for Digital, Culture, Media and Sport ("DCMS")
Richard Walsh (RW)	Scottish Government
Gerwyn Evans (GE)	Welsh 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
Lucy Bailey (LB)	Senior Legal Counsel
Ben McKnight (BMck)	Communications Director
Sam Skillings (SS)	Head of Audiences & Marketing
Sam Hunt (SH)	Programme Director
Hilary O'Shaughnessy (HO'S)	Director of Commissioning (items 4-5)
Adel Al-Salloum (AAS)	Head of Creative Partnerships
John Darnbrook (JD)	Head of Business Integration (item 2a-c)
Marie Christie (MC)	EventScotland (items 4-5)
Chris Ricketts (CR)	Senior Producer (items 4a-4b)
Faith Whenham (FW)	Senior Producer (items 5a-5b)
Laura O'Flynn (LO'F)	Governance Manager (Note-taker)
Emily Barling (EB)	Business and Contracts Administration Manager

Creative Team Presenting

Attendees:

Sarah Smyth (SSm)	StoryFutures/NFTS, Head of Operations (item 4a)
Madeline Bates (MB)	StoryTrails, Programme Manager (item 4a)
Hayley Butler (HB)	The Reading Agency, Head of Marketing & Communications (item 4a)



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Kim-Leigh Pontin (KLP)	Nexus, Creative Director (item 4a)
Verena Henn (VHen)	ISO Design, Head of Research & Development (item 4a)
Sile Sibanda (SSi)	StoryTrails, StoryMapper (item 4a)
Niccy Hallifax (NH)	SEE MONSTER Project Director (item 5a)
Patrick O'Mahony (POM)	New Substance, Artistic Director (item 5a)
Antonia Gammans (AG)	New Substance, Head of MarComms & Partnership (item 5a)
Dave Williams (DW)	New Substance, Technical Director (item 5a)
Dr. Ella Gilbert (EG)	Climate Scientist and Activist and Advisory Board Member (item 5a)
Ahmed Faid (AF)	Founder of DOSE of Society and Advisory Board member (item 5a)
Dr. Amit Patel (AP)	Accessibility Campaigner and Consultant (item 5a)

UNBOXED Observers:

Marie-Therese Chitnis (MTC)	Legacy and Impact Manager (items 4a & 5a)
Jo Ind (JI)	Strategic Communications Manager (item 5a)

34/22 Welcome and apologies for absence

The Chair welcomed all present. Apologies were received from Andrew Thompson, Amali de Alwis, Emma Squire, Louise Hyland, Caroline McGrory and David Grady.

The Chair was delighted to be in Belfast as part of the Board's commitment to hosting a Board meeting in each of the four nations. Although Belfast City Council were not at the meeting, the Chair put on record the Board's thanks to them as UNBOXED's Strategic Delivery Body for Northern Ireland for arranging the activities over the two days and their co-commissioning of Our Place in Space.

The Chair asked for declarations of interests and BMcC informed of her recent appointment at the UKRI Arts and Humanities Research Council which will be reflected in the register. The Chair also formally noted her husband's connection with National Theatre of Wales and delegated responsibility to HS for any matters relating to GALWAD that may come up during the course of business.

35/22 Approval of Minutes and Matters Arising

The Chair informed of no matters arising and noted progress on the outstanding actions, closing the MarComms actions which remain ongoing in providing information and assets to Board.

The minutes of the meeting held on 02 March 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 informal meeting held on 31 March 2022 were accepted as an accurate record and would be duly signed by the Chair electronically and a redacted copy published on the website.

NH requested a correction to two sentences of the minutes for 7 April 2022 meeting. This proposal was to be forwarded to LO'F and the Chair for review. Subject to this request the Board accepted the minutes of 07 April 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 and significant time allocated for the two deep dives. In reviewing this, the Chair gave a steer on items for discussion and decision.

36/22 Executive Update

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

MG informed that the first commission, About Us, had now opened in all four nations. MG continued to highlight the creative development of the 10 commissions which remains a critical priority to maximise each of the projects.

MG confirmed that the Creative Assembly had been paused and that discussions were happening internally. It was agreed to remove this from the agenda.

PB felt the key organisational risk was resourcing, particularly within the marketing and communications team. The Executive Team continue to work through solutions.

PB went on to provide an update on red-risk projects.

RL asked whether learnings had been identified in terms of impact, structure, and strategy. For example, was there anything that the Board could provide support with to maximise reach and cut through awareness. MG felt it was too early to tell as only one commission had opened and all are so different in structure. Leaning into local marketing was key to achieve early individual impact.

FT was concerned that the Board continue to receive resourcing as a risk. MG felt the issues with recruitment processes had been resolved and believed ongoing challenges reflect wider labour market challenges. The Chair supported FT's ongoing concern. She had received regular updates from the Executive Team and was aware of the number of actions already in place. MG reminded that the team must also look at how to reduce workload and how best to utilise the individuals we have on the priority of live delivery of the ten projects. The Board collectively agreed that priorities and constraints must be reviewed.

ACTION: IR/PB to provide a verbal update at the next Board meeting of the actions taken in relation to resourcing.

37/22 Evaluation Update

The Chair noted the paper (taken as read) and informed that the full Evaluation approach was presented at ARAC on 06 April and as not all Board members were available, a summary had been prepared for the Board for final comments. It has been reviewed by AT as Non-Executive Champion.

The Chair opened for comment and requested a greater emphasis on the value for money metrics in terms of the clearly deliverable benefits that will be realised through the programme.

The Board encouraged depth of qualitative narrative (personal stories and the impact on individuals), captured through a range of techniques to feed into the legacy.

AdA comments had been forwarded to BH. It was noted there needed to be clear alignment between this report and the sustainability message. AdA also fed in for consideration on how UNBOXED get the positive environmental impact widely known as data won't be released until February 2023.

AT will continue to support, and the Board felt the approach was positive.

ACTION: BH to sense-check the strong positioning of STEAM throughout.

ACTION: Board to feedback additional comments to BH by Friday 29 April.

38/22 Sustainability Update

The Chair welcomed JD to the meeting and informed that the paper (taken as read) had been reviewed by AdA as the Board Project Champion prior to circulation to the Board and had met with the supplier too. The Chair raised points of note that had been made to her by AdA.

JD framed the paper.

HS felt it was helpful to have an overarching view and endorsed the message around communications on the sustainability of UNBOXED. HS raised that for specific projects it would be important to have a pro-active and fully rounded sustainability communications positioning.

ACTION: BMcK to consider the sustainability positioning of the UNBOXED programme.

JD left the meeting.

39/22 ARAC Update and Financial Performance

FT framed the report (taken as read) and outlined key highlights from the ARAC meeting held on 6 April:

- Dedicated significant time to making sure the evaluation can deliver evidence of the benefits and great to see the feedback has been addressed in the report on the Board agenda.
- Discussion on the general operational environment and a review of the risk management portfolio to ensure all is optimised for delivery mode
- Received the Fraud Action Plan which had been shared with fraud specialists from DCMS.
- The year-end position was discussed based on what was known a few days after the end of March and would have been a good outcome. It was noted that the language planned between the financial year end report and evaluation report need to be considered and aligned.

FT handed over to PB to provide the Financial Performance update in the absence of DG. PB took the paper as read and referred to the minor movements based on the

previous contingency approvals and year end close out of the v2.1 budget and asked for the Board approval.

The Chair felt the financial management of this project was so impressive and minuted congratulations to the team for the quality of the papers and assurance provided.

IT WAS RESOLVED THAT THE BOARD approved v2.1 of the Lifetime Budget based on endorsement of ARAC.

ACTION: PB to circulate the ARAC paper on the TDM Bursary Assurance process to the Board.

40/22 Workforce Retention

The Chair reminded that matters of HR and Workforce that require Non-Executive decisions, oversight and scrutiny were delegated to a Non-Executive Review Group led by the Chair with HS and RS as the independent representatives.

As this is not a formally constituted Board Committee, the decisions of this review group need to be ratified by the Board. The paper (taken as read) sets these out.

The Board raised no comments.

IT WAS RESOLVED THAT THE BOARD approved and ratified the decisions of the Working Group.

41/22 Learning and Participation Update

The Chair welcomed AAS to the meeting, noted the paper as read and moved directly to questions.

The Board posed the following questions and discussion points:

- Discussion on whether the projects highlighted in the paper were on track to provide educational reach. AAS felt there had been challenges due to already being in the academic year, however the team had turned their thinking to start with the legacy destination and understanding the needs, lots of talent and smart decisions.
- Discussion on whether UNBOXED had exhausted all opportunities for reach, for example had the team contacted nationwide summer camps to provide the resources, engagement levels with unions and had arrangements been made with Twinkl to advertise on their banner. AAS informed the team had mapped learning and now completing the process on participation which would provide a footprint on how to support outside of schools and would take the ideas forward, placing emphasis on further work with unions.
- Collectively, Board felt the numbers of teachers could be increased and suggested Board's networks and other STEM ambassadors are tapped into, utilising existing routes to market, by servicing them with a content pack.

- LH felt there was further opportunity to extend the reach in Northern Ireland and offered to introduce AAS to the Department of Education at the Stakeholder event later.

42/22 StoryTrails: Deep Dive

The Chair welcomed team members working on the StoryTrails project.

The team reminded of the big idea, “A unique immersive storytelling experience where untold stories from the past are brought to life through the magic of the 3D internet using augmented and virtual reality to reanimate public spaces in towns and cities across the UK.”

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

- Public impact
- StoryTrails: design principles
- Locations and key dates
- 50 creatives
- Project elements
- Industry, academics and themes
- Engagement and project focus
- Reach and MarComms
- Accessibility
- Sustainability
- Legacy for libraries and local communities

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

- A discussion covered reach, engagement, and finance, and whether there is sufficient resource for marketing. The team felt that upskilling librarians to become stakeholders and ambassadors was crucial. The team informed that one of the partners had a large marketing team, so a placement would sit there, ensuring the message was driven in the local communities.
- The audience experience was covered. The team informed that there would be the live event and a touring truck visiting local libraries. The trucks host phones to accompany the trails, if required.
- Information on the technology, and whether the story of the technology would also be told was discussed. The team are not reliant on external networks and the trucks would have the relevant equipment. A training weekend is planned and charging stations for devices scoped. The technology story will be told post live events.
- RS was impressed with utilising youth clubs and about traditional low-cost no-cost marketing methods. The team plan to ask the trail makers to identify key local areas and how to target.

The Chair thanked the creative team once again for attendance and felt it was a really impressive project.

The StoryTrails Creative team left the meeting, along with PL, RM and MAP.

43/22 Internal Operations and Risk Appetite discussion: StoryTrails

The item had been discussed earlier on the agenda and the Board had no further comments. CR left the meeting.

44/22 SEE MONSTER: Deep Dive

The Chair welcomed team members working on the SEE MONSTER project.

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

- Location – DOSE reviewed many locations and landed on Weston Super-mare and uptake had been enormous
- Background – joyful, bold and a lasting memory
- Engagement – accessibility and content, eg. audio project
- Website and ticket bookings
- Education packs for teachers
- Social media and local marketing
- Transporting the rig – plans
- Narrative and experience
- Legacy – North Somerset Council expectations
- Arrival and creative – engagement data and sustainability reporting.

GE and BMcC gave apologies and left the meeting.

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

- The visitor experience was discussed, including the experience for audiences who will not physically go on the structure. The team are working on this and plan to animate/narrate the outside walls. Plus, there will be 3D digital mapping experience to engage with it as activity planned around the town.
- Information on how to manage the sustainability narrative to communicate this as a unique re-use story.
- Further understanding on how to maximise reach when it is on a single site. Lots of content to share on social media and planned education packs, with many more fun activities for teachers and groups to get involved in.

The Chair thanked the creative team once again for attendance and such an extraordinary project.

The SEE MONSTER Creative team left the meeting.

45/22 Internal Operations and Risk Appetite discussion: SEE MONSTER

The item had been discussed earlier on the agenda within the Executive Update and the Board had no further comments. FW left the meeting.

46/22 Any Other Business

The Board raised 'No Other Business'.

Reflections and closing remarks

The Chair thanked the Board for their contributions and reminded that there was an informal Board meeting on 09 June 2022, 17:30 – 18:30 to receive the GALWAD deep dive. Those of the Board meetings in Wales for the ARAC meeting would be in person for this, all others expected virtually.

Close of meeting

The meeting closed at 17:30. The date of the next meeting was confirmed as a formal meeting on 22 June 2022, in person in Birmingham.

Distribution by email unless stated otherwise:

Board Directors
Board Observers
Executive Management Team

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