



GOVERNANCE IN THE ARTS – THE RESULTS



Supported using public funding by
**ARTS COUNCIL
ENGLAND**

Business in the Arts:North West is working alongside Yorkshire Business in the Arts and the Sponsors Club in Newcastle on a Grants for the Arts funded programme to deliver a series of governance initiatives for the arts across the North of England over the next 18 months.

The programme has begun with a survey to establish some current benchmarks around governance standards and to try to establish information about the quality, effectiveness and diversity of governance in the arts. This information is being used to inform the detailed design of the other services.

110 organisations responded in the form of 105 CEOs and 79 board members of whom 45 were chairs. Most responses were received from the North West - thank you! There were some encouraging results in the survey, but also a number of areas requiring focus.

The average number of members per board was eight. It is generally accepted that boards have reduced in size in the last 15 or 20 years, but perhaps too far, almost a third of those surveyed encountered quoracy problems. However, this could also reflect the increasing pressure on board members who also work full time and the fact that many boards seem to meet slightly more frequently than in the past.

Perhaps the most surprising result of the survey was the very small number of disabled people on boards, only 44 out of 837 board members. Whilst not a surprise, the number of board members under 30 years was also disappointing – just 22. There were 79 Black Asian or Minority Ethnic board members in the survey. These results are perhaps inevitable given the reliance on using personal contacts to identify new board members that the survey revealed; it is generally accepted that this method of recruitment does little to increase diversity on boards.

Whilst the number of organisations that provide job descriptions / role specifications for their board members has undoubtedly increased in recent years, almost 40% still do not have any such document and 42% do not have a job description for their chair. Given that clarity around the board role helps to support board performance, this is an area where we could improve.

Comments also revealed that there is a difference in the expectations of CEOs and board members themselves about the nature of fundraising support that would be most valued.

There were lots of areas where practice has definitely improved such as Board input into planning, understanding of legal responsibilities and policy setting. But arts organisations are not meeting the training needs of their board members, and probably linked to this, there is little use of rigorous methods of board review.

Both CEOs and board members were asked to rate the effectiveness of their board. Board members rate the performance of the board higher than CEOs though there is not much in it. The average score given by CEOs is 7.18 and that given by board members is 7.51, both out of a possible 10. For more detailed results go to: www.businessinthearts.co.uk/html/executive_summary.html

For information about the suite of Improving Board Leadership services which are priced to be accessible to small and medium sized organisations, go to: www.businessinthearts.co.uk/html/improving_board_leadership.html

MENTORING SUCCESSES

BIA:NW's mentoring programme continues to produce great results for participants and our mentors are doing a brilliant job – thanks to all of them, but especially Victor Crawford, Roger Standing and Rachel Spooncer of Perspectives who are the three mentors praised below. The three quotations are from final report forms received this year. Mentees' names have been removed to protect the innocent.

"The coaching quickly got to the heart of all my development challenges/needs by addressing the personal obstacles preventing me from doing so. [Mentor] helped me reflect on my learnt behaviours and psychological habits that were stopping me from being as influential, proactive and effective as I could be, both up and down the management chain and externally."

"I found [mentor's] positive and encouraging attitude towards the way I operate in the work place and help in identifying and recognising my strengths, rather than (as I thought we would) addressing how to tackle my weaknesses, a real revelation and very affirming. It has given me much more confidence and took some of the pressure off feeling I had to change the way I approach work (life!) in order to be more professional / effective."

"I feel much more confident about dealing with my team and addressing issues with them..... I have been really impressed by this programme and have found participating hugely beneficial."

The Programmes - Here are the latest matches:

BETTER BOARD BANK - New matches bring the total to 480.

Ludus Dance - Sandra Wood, More Music
Victoria Baths - Chiara Hunter, DWF LLP
Writing on the Wall - Lorryn Stewart, Bruntwood Estates
Walk The Plank - Angela Bhaseen, DWF LLP
Movema - Ngozi Ikoku, consultant
Creative Curve - Tracey Crampton, TLC Design Communications
Skylight Circus Arts - Jillian Josephson, DWF LLP
TiPP - Catharine Porter, DWF LLP
BrazUKa International - Carole McMahon
Commonword/Cultureword - Richard Hodgkinson, DWF LLP
Cheshire Dance - Laura Wander, DWF LLP

MENTORING - The number of matches confirmed to date is 160.

SKILLS BANK - The number of projects confirmed to date is 556.

Visual Arts Cheshire Ltd - Paul Mathews, P M Associates - general management

QUICK FIXES – 157 completed to date.

Macclesfield Barnaby Festival - Philip Moran, DWF LLP – legal
Philip Wilkinson - Catherine Harrison, DWF LLP - legal, contracts
Brouhaha International - Vivienne Tyler, Business in the Arts:North West - legal, organisational structures
Visual Arts Cheshire Ltd - Gary Jones, Weightmans LLP - legal, organisational structures
Mark Devereux Projects - Jonathan Gillow, Hill Dickinson LLP - legal, organisational structures

The monetary value of support provided through BIA:NW's volunteering programmes now amounts to over £16.3 million.

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Business in the Arts:North West 305 Queens Dock Business Centre Norfolk Street LIVERPOOL L1 0BG
Tel: 0151-709 8780 Fax: 0151-707 0758 Email: all@businessinthearts.co.uk
Company limited by guarantee no 2508104 Registered charity no 1046901

 @BIANorthWest