



NEWSLETTER **45**  
AUTUMN 2009

*Business in the Arts: North West*

[www.businessinarts-nw.org.uk](http://www.businessinarts-nw.org.uk)

# Great Value for Everyone

In a survey of cultural organisations using the Board Bank, 100% said that they would use the programme again.

No wonder, when there are so many benefits. We have been collecting feedback from matched Board Bank Members and their arts organisations for 10 years, and the results show a high level of satisfaction on both sides.

On the basis of monetary value, the benefit to the arts and museums is huge. Board Members on average give 17 hours per quarter to their organisations at an average rate of £135 per hour – over £9,000 per candidate per year.

Board Bank people are active in their organisations. About a quarter hold titled positions, and nearly a fifth are serving or have served as Chair. Around 50% of Board Members have joined a working party and/or assisted with a specific project, and 85% have provided specialist advice at meetings.

And they enjoy it. We collect feedback from Board Members too, and every year their highest scoring benefit is enjoyment, borne out by the fact that over 50% of respondents have stayed for over three years, with 20% staying for five years or more and several for over 10 years. Board membership can also help your career, according to 65% of respondents.



The cast of Peter Maxwell Davies' chamber opera 'The Lighthouse', toured by the contemporary music ensemble, Psappha, who have recently recruited three new Board Members through the Board Bank.



Venture Arts in Manchester have used the Board Bank several times. Here one of the artists discusses her work with a visitor to the Rags to Riches exhibition at St George's Hall, Liverpool.

Some results confirmed what we already believe: for instance, the arts have something to teach business about problem solving and resource management, since more board members had gained these skills than had imparted them to their organisations. On strategic planning, the scores were just about equal, so each side learns from the other.

It was interesting that whilst 25% helped establish links with other business, only 8% did so with their own company. We think this highlights the value of peer to peer networking in business development.

It's nearly time to start the monitoring process again. Although the results don't vary greatly from year to year, we value the exercise for checking the quality of our service and highlighting trends. So please do respond if we contact you.

Note to arts managers: this is a free service, like all our programmes. If you have skill gaps on your board, talk to us.

***"So many people are envious of our great Board. All thanks to you. Long live Business in the Arts!"***

Angela Mann of Great Northern Events, organisers of the Great Northern Contemporary Craft Fair.

***"The experience has shown me a whole new way of working"***

Colin Forshaw, Bruntwood, Board Member of the Plaza Community Cinema in Crosby.

# Bravos!

The Bravo Awards are coming. We will be presenting an extra-special event in the Spring of 2010 to celebrate the fantastic contribution made by our management volunteers. The call for nominations will go out early in the New Year, so start thinking about nominating your Board Bank member, Skills Bank Adviser or Mentor now.

As usual there will be three Awards for outstanding volunteers in the programmes:

## Skills Bank Adviser of the Year

– sponsored by Kaleidoscope ADM

## Mentor of the Year

– sponsored by Inspired Lives

## Board Bank Member of the Year

– sponsor to be announced soon

Each winner will receive a piece of decorative art produced by a North West maker and a cheque for £500 to donate to the arts organisation of their choice. This is a great way for cultural organisations to thank the people who have advised and supported them at no cost, and if your nominee is the winner, you could be £500 better off as well as getting some publicity.

As it will be our 20th birthday too, we want to make this our most successful event yet. So we need your nominations! More news soon.

## Small is beautiful

BIA:NW may be the smallest organisation ever to gain the Investors in People standard. We achieved recognition for a further three years this year, and our assessor said that with just three staff, we were certainly the smallest organisation he had successfully worked with. Of course we do the work of six lesser individuals...



# TWO HEADS ARE BETTER THAN ONE

**Ruth Raban**, Director of **Creative Lancashire**, learned about her own strengths and clarified her future goals by working with her mentor **Alan Dean** of **Alan Dean Business Consulting**.

Creative Lancashire acts as champion and sub-regional representative for the county's creative and digital sector. Ruth's role is to act strategically with partners and stakeholders, and a key element of her job is build the reputation of this relatively new project, set up in 2005, in the marketplace.

When Ruth applied to BIA:NW for a mentor she was planning a team restructure and repositioning of the organisation. With 17 years in the media industry as a director and producer for the major broadcasters, and experience of managing successful teams and running her own business, Ruth was already a successful manager. Indeed she has recently been invited to become a Fellow of the Royal Society for the Arts in recognition of her work at Creative Lancashire. But she wanted to build on that success and be absolutely clear about her future goals and how to achieve them.

**Alan Dean** runs his own consultancy, mentoring managing directors and leaders of SMEs and larger organisations. He is also Regional Director of the **Academy for Chief Executives**, a leading organisation in the experiential business learning sector. Alan's wide-ranging previous experience includes being Group Business Development Director at North West Water (now **United Utilities**) and several years as Chief Executive of the **Hallé Concerts Society**.

This was Alan's second mentoring project for BIA:NW. He previously worked with Caroline Clegg of Feelgood Theatre Productions (see below).

With Alan's guidance Ruth tackled issues such as influencing stakeholders, board management and defining her future goals with strategies to achieve them.

"I'm always developing others and it was good to talk about developing my own strengths", says Ruth. "I have a clearer idea of what those strengths are and how I should play to them. For Creative Lancashire, it has helped me to understand how I can build on our success to date and given me a clearer way forward."

Alan observed that Ruth gained "a significant increase in her ability to communicate with her board and the local authority senior management. This led to a much greater awareness of the work of her team." He added "It was an excellent example of business and arts chemistry."



*Creativity in action: delegates at a Creative Skills Employers Consultation event run by Creative Lancashire expressed their ideas in Lego.*

## THE FEELGOOD FACTOR



We have received an award of our own. **Feelgood Theatre Productions** recently celebrated its 15th birthday by presenting awards to some of its most valued supporters, and we are proud to say that BIA:NW was one of the recipients. Feelgood has recruited two new Board Members through the **Board Bank** recently – **Peter Moore**, a partner at solicitors **DWF LLP**, and **John Arnold**, former Director of **Manchester Business**

**School**, who is now Chair of Feelgood. Artistic Director **Caroline Clegg** has also used the **Mentoring** programme, working with **Alan Dean** of **Alan Dean Business Consulting**.



*Lady Macbeth on a bike – Caroline Clegg rehearses for the production by Feelgood Theatre and Theatre Under Fire from Zimbabwe, while the witches hatch their plot.*

## Mentoring

BIA:NW is gaining a strong reputation for delivering mentoring programmes for other agencies. Last year we reported on the continuing work that Viv Tyler is doing with **Mike Faulkner** of **G&M Associates** for the **National Culture Forum's** Leading Learning programme. More recently, BIA:NW was approached to bid to be a provider on a new NWDA funded three-year mentoring programme for small businesses. With partners **G&M Associates** and **Merseyside ACME**, BIA:NW's bid proved successful and work is under way to establish the first relationships.

# DEVELOPING THE PROGRAMMES

Over the next two years Business in the Arts:North West will be developing its Board Bank, Mentoring and Quick Fix programmes with funding from **Arts Council England's Grants for the Arts programme**.

The arm of the **Board Bank** that targets black and racial minority candidates was launched in 1999 and has since become part of our core activity. We have decided to rebrand and relaunch the programme to bring it up to date, recruit new volunteers and make contact with new partners and supporters. This will enable us to help even more arts organisations to improve the diversity of their boards.

The **Mentoring** programme has been running since 2002 and consistently receives high benefit scores from Mentees and Mentors alike. We have observed that take-up of the

programme has been relatively higher in the museums sector than amongst arts organisations. We will encourage more arts managers to take advantage of the programme and its development benefits.

The **Quick Fix** programme is a branch of the Skills Bank which deals with one-off requests for advice, often on legal issues, with the minimum of administration. We can now market the programme more widely and will develop sources of advice and methods of delivery.



## BIRTHDAY CELEBRATIONS

Business in the Arts:North West will celebrate its twentieth birthday in 2010. We began in 1990 as Merseyside Business in the Arts and only a year later we expanded to cover the whole North West of England.

There was just one volunteering programme back then, the Business Skills Placement Scheme, later renamed the Skills Bank. Out of that programme grew the Board Bank and Mentoring programmes, launched in 1995 and 2003 respectively, and Quick Fixes were added in 2004. We have brokered 514 Skills Bank projects, 62 Quick Fixes, 78 Mentoring relationships and 380 Board Bank matches in the last 19 years.

**The monetary value of all this help now amounts to over £7.8m.**

### NEW BOARD BANK MATCHES

New matches bring the total to 380:

**Stephen Nicol**, Regeneris Consulting – **Cartwheel Arts**  
**Pat Weller**, consultant – **Storey Creative Industries Centre**  
**Peter Moore**, DWF LLP – **Feelgood Theatre Productions**  
**Judith Watson**, Cobbetts – **Great Northern Events**  
**Susan Ward**, The Royal Bank of Scotland – **Venture Arts**  
**Frank La Rocca**, Mace & Jones – **The Citadel**  
**John Coward**, JRC Associates – **Class Act Theatre School**  
**Richard Wilson**, Zarafa – **Psappha**  
**James Stuart-Smith**, Utility Capital Management – **Psappha**  
**Helen Otty**, DWF LLP – **Fittings Multimedia Arts**  
**Mercè Cozens**, UK Batteries – **Touchdown Dance**  
**Mike Reed**, consultant – **M6 Theatre Company**  
**Catharine Braithwaite**, Lethal Communications – **Great Northern Events**  
**Paula Barrow**, Manchester Business School – **BIA:NW**  
**Anthony Boe**, consultant – **Youth Culture Action**  
**Tony James**, consultant – **Creative Futures Cumbria**  
**Drod Tunstall**, Zarafa – **NWFed**  
**Meredith Hurst**, Thomas Mansfield Solicitors – **Psappha**  
**Neil Myerson**, Neil Myerson Solicitors – **NWFed**

### SKILLS BANK

Recently completed projects:

**Greenhouse Project/Mike Read**, Lees & Partners – legal  
**Skylight Circus Arts/David Swindlehurst**, consultant – finance  
**dot-Art/Malcolm Brown, Osiris** – business planning

**greenroom/Tahir Mahmood**, Syntentia – business development  
**greenroom/Dave Marsden**, ERG Transit Systems – IT  
**Merseyside Dance Initiative/Arabella McIntyre Brown**, Capsica – PR  
**Fuse/Zoe Skibinski**, consultant – HR  
**Oldham Theatre Workshop/Trevor Hopper**, Manchester Business School – financial planning  
**More Music/John Wareing**, consultant – HR  
**Stockport Plaza/Vivienne Long-Ferguson**, Royal Society of Arts – marketing  
**Lingua Franca/Peter Stanley**, consultant – business planning  
**The Pottery Project/Emma Smyth**, consultant – marketing  
**Haworth Art Gallery/Bill Griffiths**, Gryffon Scitec – marketing  
**Great Northern Events/Carolyn Hughes**, Consultant – PR  
**Castle Park Arts Centre/Alison Vasey**, Siemens – marketing  
**PANDA/Kirsty Ward**, Marks & Spencer Money – marketing  
**Out the Bag Productions/Hems de Winter**, de Winter PR & Marketing – marketing

### Ongoing Projects:

**Bridewell Studios/Janet McBurney**, Mace & Jones – property  
**Comma Press/Ian Rodgers**, Learning & Skills Council – marketing  
**Manchester Jewish Museum/Jeffrey Krell**, consultant – marketing/retail  
**Tiber Community Building/Frank La Rocca**, Mace & Jones – legal  
**Jan Goss/Nick Taylor**, the Bodyproject – marketing  
**dot-art/Mike Edwards**, Kaleidoscope ADM – marketing  
**Creative Futures Cumbria/Jackie Harris**, Bright Spark Marketing – marketing  
**North End Writers/Susan Bennett**, LCS Ltd – planning

**Chinese Arts Centre/John Wareing**, consultant – HR  
**Oldham Coliseum/Richard Towers**, Oakleigh Consulting – HR  
**Manchester Craft & Design Centre/Toby Sproll**, Bruntwood – property  
The total number of projects confirmed to date is 514.

### RECENT QUICK FIXES

**NWFed/Gary Jones**, Mace & Jones – legal  
**Manchester Jazz Festival/Kevin Jaquiss**, Cobbetts – legal  
**Class Act/Donna Fitzpatrick**, Cobbetts – legal  
**Music Development Agency/Chris Sefton**, consultant – marketing  
**TRS Gallery/Gary Jones**, Mace & Jones – legal  
**Liverpool Arabic Arts Festival/Helen Otty**, DWF LLP – legal  
**Movema/Mike Read**, Lees & Partners – legal  
**Creative Hands Foundation/Donna Fitzpatrick**, Cobbetts – legal  
**Pagoda Arts/Gary Jones**, Mace & Jones – legal  
**Box of Frogs/Kevin Jaquiss**, Cobbetts – legal

### NEW MENTORING MATCHES

The total of Mentoring matches is 78. These are the latest ones:  
**Philip Smyth**, consultant – **Cath Ford**, Action Factory  
**Rachel Spooncer**, Perspectives – **Maxine Carden**, National Museums Liverpool  
**Catrina Hewitson**, Vibrant – **Nick Lawrenson**, FACT  
**Mike Cambray**, Learning Partnerships – **Catherine Coulthard**, Prism Arts  
**Susan Ward**, The Royal Bank of Scotland – **Kate Day**, Manchester Craft & Design Centre  
**Mike Faulkner**, G&M Associates – **Pam Elliott**, Manchester Cathedral  
**Peter Thompson**, Shape Consultancy – **Malcolm Chapman**, Manchester Museum  
**Jack Rowlands**, Pinna – **Gemma Coupe**, Creative Lancashire

# NEW BOARD MEMBERS



**Alison Brearey** has been a partner at **Eversheds** since 1992 and currently leads the commercial services team at the firm's Manchester office, where she specialises in

public/private partnerships, outsourcing and joint ventures in the public and private sectors. Her name will be familiar to regular readers of this newsletter, as Alison has been a Skills Bank adviser since 1999, and served on the board of **Manchester Camerata** from 2000 to 2005. Eversheds have been corporate members of BIA:NW since 1999.



**Paula Barrow** is Director of Marketing and Communications at **Manchester Business School**. Paula signed up for the Board Bank as part of a recruitment drive at the

Business School, another corporate member of BIA:NW. Paula has extensive experience of marketing and PR in the private sector and media industry, and enjoys a role where she can really make a difference. You are already making a difference here, Paula.

## OUR SUPPORTERS

Business in the Arts:North West is most grateful to all its funders, members and supporters. They are:

### FUNDERS

Association of Greater Manchester Authorities  
Cheshire County Council  
Lancashire County Council  
Liverpool Vision  
Renaissance North West  
St Helens Council

### MEMBERS

Bruntwood  
DWF LLP  
Eversheds  
Manchester Airport PLC  
Manchester Business School

### SUPPORTERS

PricewaterhouseCoopers

### Staff

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# GOVERNANCE COURSES FOR CHIEF EXECUTIVES AND CHAIRS THIS AUTUMN

These two competitively priced courses are run by BIA:NW's Manager, Vivienne Tyler,

who has 15 years' experience of governance work and board development, and is herself chair of the board of a large FE college. Feedback on Viv's governance work is always positive: over the last two years 100% of participants at **Making the Most of Your Board** and 92% of those on **The Role of the Chair** rated the day as 'Excellent' or 'Very good'.

### Chief Executives – How do you rate your board?

Do you feel that your members do not take as active a role as you need, or perhaps they involve themselves unduly in the day-to-day running of your organisation? Can **you** do anything to increase their effectiveness?

**Making the Most of Your Board** is an informative and practical course that gives chief executives the opportunity to explore how they can **improve the performance and contribution of their board**.

**Date:** Thursday 22 October 2009

**Time:** Full day 9.30am to 5.30pm

**Cost:** £85.00 VAT exempt, includes lunch and materials

When you've done that, you will want your Chair to come to...

### The Role of the Chair

A one-day course designed specifically to support chairs of cultural organisations and to look at best practice in fulfilling the role of chair, looking at the role in detail and taking a practical approach to its key aspects.

*The day also gives a rare opportunity to meet with chairs of other arts organisations and exchange ideas and experiences.*

**Date:** Saturday 21 November 2009

**Time:** Full day 9.30am to 5.00pm

**Cost:** £95.00 VAT exempt, includes lunch and materials

*Both courses have received many positive endorsements from throughout the UK.*

To reserve your place, phone BIA:NW on 0151-709 8780, email all@bianw.demon.co.uk or visit the website [www.businessinarts-nw.org.uk](http://www.businessinarts-nw.org.uk) and go to the What's New page.

## About BIA:NW

Business in the Arts:North West (BIA:NW) brings business skills to the arts in ways that are beneficial to both business and the arts.

The **Skills Bank** matches the expertise of managers with cultural organisations in need of specific skills. General management experience and specialist skills such as legal, marketing, business planning and HR are always in demand.

The **Board Bank** matches people interested in joining boards with arts organisations seeking their particular skills. This allows medium to long-term involvement with one organisation at a strategic level.

**Mentoring** provides support for senior arts managers who want to develop their own management potential.

**Corporate Membership** of BIA:NW brings additional benefits for companies. Involvement in our programmes creates ambassadors for your company, helps fulfil your corporate responsibility aims and promotes your image as a caring company with community focus. Through our management volunteering programmes, business managers and professionals can get out of their comfort zone, meet creative people and learn more about organisations whose work may be of special interest to them. At the same time, volunteers can sharpen interpersonal and leadership skills, as well as change management, influencing and coaching skills, to mention but a few. It's a very cost effective way of developing and motivating your staff.

**To develop a real interest in the arts, and to exchange skills with an arts organisation, take the first step by contacting BIA:NW on 0151-709 8780 or visit our website at [www.businessinarts-nw.org.uk](http://www.businessinarts-nw.org.uk)**