

Appendix 1:

BMI Transition Project – Terms of Reference

Introduction:

This document sets out the remit for the BMI Transition Project Group. The primary aim for the Group is to develop and implement a plan to establish a new organisation to deliver on agreed operational and strategic priorities for BMI. This will be based on the Arts Council for Wales Resilience funding delivery plan and transitional research and activities as per the table below.

Objectives and accountabilities:

1. Ensure that all actions and activities are completed on time, within cost and to quality
2. Ensure the work is adequately resourced against the plan
3. Assess risks and ensure appropriate mitigating actions are in place
4. Resolve all high-level project issues, escalating for resolution to CCBC management as appropriate
5. Raise and analyse changes impacting the project
6. Ensure compliance with Council policies and procedures impacting the project
7. Manage project dependencies
8. Take responsibility for local project communications including liaison with CCBC Communications Team and BMI Advisory Group
9. Formulate plans for the Group, including deliverables, development, implementation and communications.
10. Ensure ACW reporting is completed within time frame for Resilience grant and annual investment

Budget

The Resilience Fund Budget for 2024-25 and 2025-26 will be monitored and reported on by the Project Lead, supported initially by A Bolter, A Dallimore and N Young. The budget for BMI in 2025-26 will be signed off and monitored by BMI management (including Head of Service), supported by N Young.

Key resources/roles and responsibilities:

B Ryland	Lead officer and chair of Group
A Dallimore	Head of Service and occasional attendee
A Bolter	Line manager
P Hudson	Management support
N Young	Management support and guidance
R Tranter	Head of Legal
L Lane	Legal Team representative
P Beaman	Finance representative
A Ford	Corporate Property representative
A Powell	HR representative

Agenda:

Meetings of the team will take place bi-monthly or less frequently as required. Deputies will only be allowed by agreement of the Chair.

The standing agenda will include:

1. Review of project progress, milestones, risks and issues
2. Actions for approval or decisions to be made
3. Spotlight on special items for discussion or escalation
4. AOB

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Resilience funding delivery plan and transitional research and activities:

Action	Estimated Date	Info	Other activities to action at the same stage	Timescale	Notes
1) Appoint feasibility study consultants	Jan 2025	Advert for tender went out on 24/1/25, closing date 12/2 – meeting arranged for 13/2 to go through applications	Programming to December 2025	Jan-May 2025	
2) Appoint Operations Manager	Feb 2025	Out for advert with theatre manager role on 7/2, interviews on 7 th March	Ensure operational capacity Feb-July 2025	Jan-April 2025	
3) Transitional leads identified	Feb 2025	Transitional group established and regular meetings in place, monthly until May 2025	2025-26 budget	Jan 2025	AD, AB, PB, PH, BR, RT, LL, AP, NC, NY
4) Appoint theatre manager	Feb 2025	Out for advert 7/2 – sifting and interview dates set for 27 th sifting, 14 th March interviews	Induction new staff	March 2025	
5) CCBC sort out historic accounts and 31 Jan 25 deadline	Jan 2025	Finance unable to do this currently as the reason is because they cannot provide cash flow because of bank situation – Cabinet as Trustee report on 19 th March to recommend bank	Arts Council reporting	March 2025	Audit Wales have accounts – waiting for them to be sent back – meeting

		account be set up before financial year end.			with AW on 13/2
6) Building survey	April 2025	Initial survey completed 24/1/2025 Another survey more specialised to be carried out and to further investigate listed building and theatre elements – BW and AF to organise.			£60k of work identified for 2025/26
7) Feasibility study (incl. finance)	May 2025				
8) Council agreement to plan	June 2025		Arts Council reporting	June 2025	
9) Sustainability assessment	July 2025		Plan operational capacity autumn 2025		
10) Start process for new legal structure	July 2025		Arts Council reporting	September 2025	
11) Shadow board	October 2025		Programming Spring 2026	October 2025	
12) Fundraising strategy	November 2025		Development of fundraising strategy		
13) Business plan 2026 onwards	December 2025		Staffing structure 2026/27 Arts Council reporting		
14) Start transitional process from CCBC	January 2026		BMI taking sole responsibility	Jan-July 2026	