



ALBA | CHRUTHACHAIL

MINUTES

Creative Scotland Board Meeting 18 July 2018 – 10am to 2pm Board Room, Waverley Gate

Present:

Robert Wilson (RW) Chair
Iain Aitchison (IA) Board Member
David Brew (DB) Board Member
Erin Forster (EF) Board Member
Sheila Murray (SM) Board Member
Cate Nelson-Shaw (CNS) Board Member

Apologies:

Karen Forbes (KF) Board Member
Karthik Subramanya (KS) Board Member

In Attendance:

Iain Munro (IM) Acting Chief Executive
Kenneth Fowler (KeF) Director, Communications
Ian Stevenson (IS) Director, Finance
Claire Byers (CB) Interim Director, Arts and Engagement (for items 8&9)
Phil Deverell (PD) Director, Strategy (for items 6&9)
Janice Kelly (JK) Executive Officer (for item 7)
Lewis McDermott National Youth Arts Advisory Group member (for item 14)
Cahal Menzies National Youth Arts Advisory Group member (for item 14)
Lauren Ross National Youth Arts Advisory Group member (for item 14)
Arianne Welsh National Youth Arts Advisory Group member (for item 14)
Colin Bradie (CBr) TTS Programme Manager (for item 14)

RW opened the meeting by thanking IM for agreeing to become Acting Chief Executive after the resignation of Janet Archer.

	Private Session – Board members only (no minute taken)
1	Apologies
	As noted.

2	Previous Minutes
	Some spelling errors would be addressed. Action: LJ to finalise minutes
3	Matters arising and actions
	The request for Board Business cards would be addressed using Creative Scotland email addresses and would flow from changes to the Board website. All agreed to use CS email addresses. More information would be circulated. A request was made to see if an automated alert could be triggered to notify members they had received an email. Action: Explore automated possibilities (IM)
4	Committee Minutes
4.1	Audit and Risk – 31 May 2018 There was no exceptional reporting or concerns. Due to available capacity in the number of Audit days, there is the option to audit Screen activity, but this would be actioned once the Screen Committee had settled in.
4.2	Screen Committee – 8 June 2018 The draft minutes reflected the latest position and highlight that partner relationships were being positively developed. It was noted that a meeting between respective Chairs and Chief Executives will be set up between Creative Scotland and Scottish Enterprise. Action: LJ to set up meeting. It was recognised that there were a lot of meetings at an operational level as part of delivering progress on the implementation plan. The need to keep the governance arrangements robust but flexible was discussed, including further opportunities for sector representatives to be involved. Structures will be kept under review to ensure they are most effective.
4.3	Finance and General Purposes Committee 20 June 2018 SM was formally thanked for agreeing to Chair the F&GP Committee. It was confirmed that there were some amends to be made to 5.1 in the draft minutes circulated regarding GDPR liabilities for individual Board members should there be a breach by a member of staff. It was confirmed that the Board had indemnity as long as they were not negligent. The financial fragility of organisations was discussed, including the implications of advances of grant. Good quality Management Information was provided to the Committee. Overseas travel, sickness absence and flexible working were being monitored.
5	Executive Report

	<p>The full report had been read in advance of the meeting and the following specifics were raised.</p> <p>It was felt that the training needs for the Board constituted an additional half day rather than be part of the business as usual meeting, this would be worked on and a proposal brought back to Board. It was suggested that part of the Strategy Day in October could be externally facilitated to help make the best use of the day, keeping CS purpose and priorities as the key focus of discussion.</p> <p>The work study was briefly discussed, and the final results would be brought to the next F&GP Committee in September.</p> <p>It was requested that Scotland + Venice be an agenda item on the October Board meeting with all reports distributed beforehand.</p> <p>On item 1.1.3 Literature, the question on 'need' within OPF funding criteria should be fed into the Funding Review.</p> <p>2.3.6 the concerns of holding a programme launch in a private club had been raised and it was hoped that CS had indicated that inclusion was of central importance for our funding of organisations.</p> <p>CCA – the update on the building was discussed and the ongoing significant impact on a number of organisations affected. It was noted that CS has been in contact with Glasgow Life and the Scottish Government. Also, as owners of the building, CS too is awaiting access to understand the implications, including financially as a public body since we do not hold insurance on the building.</p> <p>The announcement of the appointment of Executive Director was discussed, noting it was predominately focused on Screen. It was confirmed that Screen would be the immediate priority, whilst acknowledging that Creative Enterprise is encapsulated in the role.</p> <p>Within the report there were references to events, it was agreed that LJ would be the contact for Board members wishing to confirm their attendance.</p>
6	Organisational Development
	<p>PD joined the meeting for this agenda item.</p> <p>PD had revised his initial paper following feedback from the Sub Committee, focusing on the four pillars of Culture, Values, Structure and Operations. Taking the review forward, out of the options suggested, the Sub Committee asked that PD structure the delivery on the appointment of a specialist OD consultant or organisation supported by an internal project team. PD was in discussion with other organisations undergoing Organisational Development, using their experience and learning to inform the CS tender brief. The OD consultant appointed should have a great deal of experience in organisational change. The measures of success had been re-drafted and circulated to the Board.</p> <p>PD would now move to draft and issue the tender brief. The Sub-Committee would meet end of August/early September to review the tenders and asked to interview the strongest tender applicants if possible to arrange.</p>

	<p>The Board agreed to mandate the Sub Committee to move forward with the process, sharing information with staff as progression is made. Feedback to come to the October Board meeting.</p>
7	Governance Pack
	<p>JK joined the meeting for this agenda item.</p> <p>It was requested that the Board approve the contents of the Governance pack, along with the operating context, overarching principles and terms of reference. The intention is to standardise the format.</p> <p>A question was raised about progressing this work whilst the organisation review was in progress. It was recognised that this work reflects the current governance arrangements and would be further reviewed and updated as part of the OD work.</p> <p>It was agreed that the pack should be reviewed by the Audit Committee and internal auditors before coming back to the Board.</p> <p>It was also agreed that Terms of Reference for a Nominations Committee would become part of the pack.</p> <p>A request was made that amendments to the current ToR's be shown with track changes to help show what is being revised.</p> <p>It was agreed that DB, IM and JK would meet outside of the Board meeting to discuss further. Governance pack to be put on the agenda for October.</p>
8	Touring Fund
	<p>CB joined for this agenda item.</p> <p>The paper spoke to the background need for the creation of the Touring Fund. CB confirmed that the design and guidelines had been a sector led collaboration. The paper did highlight some risks, including placing £2 million into the fund would put pressure on other aspects of the budget.</p> <p>It was questioned if this would lead to a rise in other art sectors requesting similar funding. Future planning and the funding review would ensure there was balance across priorities.</p> <p>The paper suggested that consideration to equalities, diversity and inclusion issues be reflected more explicitly in the funding criteria. Also, as a positive the criteria on venues could lead to exploring tours that encompass civic theatres, which would give access to venues currently underused.</p> <p>The overall budget perspective was discussed, particularly in relation to Open Project Funding.</p> <p>It was also questioned how the application process would fit in with touring timeframes, it was confirmed this was built into the application process and that the sector would be able to apply for up to two years work.</p>

	<p>The sector was clear that they wished to ensure that the fund was evaluated and adapted accordingly to ensure its success. Data capture was considered key.</p> <p>The Board approved the provision of the £2m in the 2019/20 budget subject to the funding criteria reflecting ED issues and evaluation to inform future budget decisions.</p>
9	
9.1	National Performance Framework
9.2	Scottish Government Culture Strategy consultation
	<p>It was agreed that the focus of both agenda items in 9 be brought to an additional Board meeting to be scheduled for the end of August. An initial response to both papers welcomed the emphasis on culture as a part of every aspect of life, the Board felt that the key area underplayed relates to artistic and creative excellence and experimentation – the imbalance was a risk to the success of the strategy.</p> <p>The Board were interested in discussing perspectives on what is culture, how is it defined in the documents and how it impacts beyond the cultural sector into other policy areas.</p> <p>The actions and measurements would benefit from being clarified and strengthened, whilst it was positive that there was the development of the new cultural leadership post. It was questioned how the outcomes would sit with CS but understood there was a strong expectation of alignment with CS and role in delivery. It was noted that CS also has National Lottery considerations to reflect.</p> <p>The draft strategy made sense as an SG document but may not yet fully speak to the widest audience.</p> <p>The wider policy potential indicated scope to unlock funding from other departments within government to help deliver the strategy which could lead to opportunities for CS.</p> <p>At the end of the brief discussion, it was agreed to convene a further meeting specifically to discuss these matters and the draft strategy in detail. The Executive to bring forward a discussion paper on potential CS response.</p>
10	CTEER Committee RFO enquiry update
	<p>The initial response from RW had been shared with the Board. A draft response was being drafted by the Executive and Specialism Leads and would be shared with the Board for comment. It was agreed that the response would be submitted by the 31 August.</p>
11	Screen Unit
11.1	Progress Update

	<p>The website development is underway and recruitment into the new posts was in process with the first wave of appointments already joining CS. The announcement of Screen Scotland would be made on the 21st August with all Board members invited to join the evening. The Studio Business case had been approved in principle, with the condition of the appointment of a programme manager to take forward the detail and further due diligence on the numbers and delivery model.</p>
11.2	<p>Festival Funding The Board noted the launch of the new Festival Fund.</p>
11.3	<p>MG Alba Screen Committee Membership The paper presented a request that MG Alba be invited to join the Screen Committee. DB noted his interest in this agenda item as a Board member of MG Alba. The Screen Committee had discussed this and were recommending it to the Board for approval.</p> <p>The Board agreed the proposal.</p>
11.4	<p>CTEER Committee Report The report would be discussed at the Screen Committee meeting in August to agree the approach to a response. Any feedback from Board members should be sent to IM. The view of the SSLG was that the Screen Unit needed to be given time to get up and running. KF would share with the Board the increase in production spend in Scotland, anticipated to be significantly increased again from the previous year.</p>
12	Corporate Risk Register update
	The Board agreed that the risks would be reviewed fully at the October meeting.
13	Board Recruitment
	<p>RW gave an update on the current round of recruitment. The formation of a Nominations Committee was agreed, RW would be Chair, CNS and DB volunteered to be members for the next Board recruitment round. It was agreed that a telephone meeting would be set up for the end of September to have an initial conversation regarding the next recruitment of Board members.</p> <p>Going forward, the Nominations Committee would be chaired by RW with members volunteering according to the recruitment needs.</p>
14	Spotlight on Creative Learning – National Youth Arts Advisory Group
	<p>Members of NYAAG accompanied by CBr joined the meeting and made introductions. The group presented their current work and ambitions, working directly with the sector to ensure the youth voice and perspective is aligned with the Time to Shine strategy. There are currently 34 members aged between 16 and 24. The group invited questions from the Board.</p> <p>It was asked how the group was formed and the criteria for joining. It was an open application followed by an interview. The group communicate via BaseCamp</p>

	<p>and then come together for one weekend in a quarter to meet. It was asked how all views are represented. It was confirmed that it was all about communications and keeping a constant dialogue. Also, it ensured that different communities of Scotland are included and they continue to work on hard to reach areas. Other representations came via the Time to Shine sector group engaging in conversations with the arts sector, sharing best practice. This leads to narrowing down recommendations and fleshing out targets.</p> <p>The group also confirmed that they had fed into the development of the Scottish Government Culture Strategy, they were pleased with the involvement of young people from the start. Engaging via social media they were pleased to see the work they were doing is recognised.</p> <p>The group indicated that being represented at the highest level was important, noting that some organisations, such as the National Theatre of Scotland, had a young person on their Board. They felt this was positive and introduced different voices into the conversations and should be something CS considers.</p> <p>When asked what they gained from the experience of being on NYAAG they agreed they felt more connected with young people and they had been afforded different opportunities to build their skills and experience. A recent example was engaging with an Erasmus funded programme with the Danish Government youth programme. They all agreed joining the group had given them confidence and new friendships.</p> <p>The group were thanked for their time.</p>
15	Any Other Business
	There was no AOB
16	Date of next meeting
	<p>Agreed in the meeting, 31st August at 11am – Waverley Gate</p> <p>Board away day and meeting, 11th and 12th October. Venue tbc.</p>

Robert Wilson