



ALBA | CHRUTHACHAIL

MINUTES

Creative Scotland Board Meeting 24 May 2018 – 10am to 2pm Board Room, Waverley Gate

Attended:

Robert Wilson (RW)	Chair
David Brew (DB)	Board Member
Sheila Murray (SM)	Board Member
Barclay Price (BP)	Board Member
Cate Nelson-Shaw (CNS)	Board Member
Karthik Subramanya (KS)	Board Member

Present:

Ian Munro (IM)	Deputy Chief Executive
Kenneth Fowler (KeF)	Director, Communications
Ian Stevenson (IS)	Director, Finance
Philip Deverell (PD)	Director, Strategy (for item 8)
Janice Kelly (JK)	Executive Officer (for item 9)
Lyndon Jones	Notes

In Attendance:

Ray Buist	Observer, Audit Scotland
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Apologies:

Iain Aitchison (IA)	Board Member
Karen Forbes (KF)	Board Member
Erin Foster (EF)	Board Member
Janet Archer	Chief Executive

1 Apologies

Apologies as noted.

It was noted that JA is currently off sick, IM was standing in for her at the meeting.

Ray Buist was present as an observer from Audit Scotland.

2 Private Session – Board members only (no minute taken)

3 Previous Board Minutes

The Board minutes had been re-circulated, addressing feedback from the Board.

On item 8 – Budget and Annual Plan, in the budget section, the notes on Scotland in Venice were strengthened to reflect that further information of the international perspective was needed, before any further commitment is made beyond 2019. In the annual plan section, it had not been recorded whether a decision was made if the role of the Board should be included in the contents of the plan.

IM responded that final changes to the Annual Plan would be discussed with the Finance and General Purposes Committee and recorded in the minutes.

Action: LJ to finalise minutes.

Under section 14 - AOB re an update on Board recruitment was requested. RW gave a progress update noting that shortlisting would be taking place next Wednesday, with interviews and appointments made by the end of June. There would be a further recruitment process in September. It was requested that Board recruitment should be an agenda item for the July Board meeting to allow Members to discuss attributes required for a balanced Board.

It was noted that there had been previous conversations about there being a Nominations Committee, with a focus on the Board skills matrix and succession planning.

Action: RW and IM to present a scoping document for Board feedback at the July Board.

It was requested that clearer noting of arrival and departure times should be reflected in the minutes this was noted by the Executive.

5.0 Committee Minutes

5.1 Finance and General Purposes Committee 28 February 2018

It was confirmed that these minutes had been approved by the Committee and there were no further questions from Board members.

5.2 Audit and Risk Committee 15 March 2018

These minutes were in draft form for approval at the meeting on the 31 May and the Committee members confirmed that there were no further changes, so they could now be considered final. DB, as Chair of the Committee, noted that the Committee is planning an audit of the implementation of the Screen Unit with the scope to be informed by the Screen Committee. It was also noted that the Screen Committee will review the Screen Unit Risk Register in upcoming meetings. It was also stated that, as previously agreed, the five key corporate risks will come to each Board meeting. There were no further questions from the Board.

Action: LJ to add the 5 key corporate risks item to each Board agenda.

5.3 Screen Committee 2 May 2018

It was confirmed that the Committee was now established and, as agreed, functioning as an advisory Committee to the Board. Including sector representatives in the Committee's membership allows the Board to get external feedback on the Screen Unit's development. The next meeting will be Chaired by BP, but KS would feedback to the July Board as this was BP's last Board meeting. It was agreed that the Committee should be reviewed after a year of operation. It was noted that the Committee's secretariat has performed to a high standard and that thanks should be communicated.

6 Executive Report

The Board provided positive feedback regarding the content and detail in the report. IM verbally updated on the headlines from the recent bi-monthly Scottish Government Liaison meeting and provided a brief update on the Cultural Strategy development. It was suggested that it would be important to see the performance indicators proposed in the strategy in order to understand the impact they may have on Creative Scotland and that they are measurable activities. A progress report would be brought to the July Board meeting with any documentation for discussion.

Action: LJ to add draft Culture Strategy to the July draft Board agenda

The Board discussed their training requirements mentioned in the report. IM noted that Corporate Parenting and EDI were statutory requirements with the Environment Plan and Cyber security items being suggestions to ensure good governance. Further work is required on the timing and content of this training.

Action: IS to draft a training plan and present to the July Board for approval.

Board members requested that it would be useful to have direct contact with Specialism Leads and Officers to improve their understanding of the specialisms. IM confirmed that a further round of inductions for RW were planned, including Specialism Leads, and that the dates would be shared with Board members who would be welcome to join those sessions.

Action: LJ to provide dates, times and locations of meetings to the Board.

The fluctuating levels of National Lottery income levels were discussed and recognised that actual performance compared to budget assumptions is being closely monitored.

IM informed the Board that there would be a further staff Work Study sample period, towards the end of June, the results of which would be reported back to the F&GP Committee and Board.

The timetable for Scotland + Venice was discussed, the process of review would take around six months, an update would be brought back to the Board in the autumn. RW suggested that, if possible, it would be good for members of the Board to experience Venice to gain an understanding of the event. Some members noted they had visited previously.

IM noted that the development of the Touring Fund with the Sector was in progress, and that, with Board approval to proceed on the detail in due course, would be ready to make awards for funding to flow from April 2019.

Feedback from an internal working group of staff, tasked with improving Open Project Funding, was due in June and an update would be brought to the next Board meeting.

In the Communications section, it was noted that, the number of live employment and volunteering opportunities on the Opportunities website had risen to over 1,000 for the first time. The Board requested that the benefits of the website are quantified, where possible, and reported to the Board.

Action: KF to provide a paper on the benefits of the Opportunities website.

IM noted that, since the report was written, the 12 June session of the Cross-Party Group on Culture topic had changed from regular funding to an unconfirmed subject. The new topic would be circulated to Board members.

Action: KF to circulate the updated topic for the Cross-Party Group on Culture to Board members.

7 Status Report: Regular Funding 2018-21

IM reported that funding agreements are being finalised with RFO's. Formal complaints have been processed, with no further response made to CS and no notice has been given that any complaints have progressed to the Scottish Public Service Ombudsmen, as per the process. Throughout meetings and written responses, CS staff have been professional and transparent to explain decisions and rebuild relationships however, many staff continue to experience unacceptable behaviours from individuals and organisations which are adding to the pressures. The negative media and social media climate also continues to undermine the commitment and reputations of staff. It was recognised that the Board and SLT need to address this.

A recent meeting with representatives from Scottish Children's and Young People's Theatre has resulted in a request for CS to fund a showcase at their next international conference in 2019 which reflects the collaborative working relationship in place with the sector.

Creative Scotland's website and social media has promoted several positive case studies on the work of RFO's including those who are new to the network.

Internally there are still some RFO areas that are under discussion such as the Artistic and Creative Review Framework and RFO Handbook. These are being addressed and, once this has happened, staff will be able to fully focus on the 2018/19 plan.

IM noted that the CTEER Committee submissions were in the process of being published. Once all published, an overview of the responses will be prepared and a robust response issued.

It was noted that the tender brief for the review of the RFO process had been shared with Board and feedback incorporated. The final report would be submitted by the end of August.

An interim update on the RFO Review would be brought back to the next Board meeting.

Action: LJ to add RFO Review interim update to the July Board agenda.

8 Organisational Development Approach

PD joined the meeting for this item.

IM and PD presented the paper noting its focus was on the development of staff and organisational culture. The Board subcommittee would set the scope and monitor the plan, working alongside a small dedicated staff team to project manage the delivery.

The Board agreed that wide staff engagement was central and that it was important that all staff are involved.

The Board agreed that the scope of the exercise should cover CS's four main functions, not just its funding role. It was also felt that there should be a clear timeline attached to the work with the Board Strategy Day in October being a key milestone. The work would include the Board, as well as staff.

Next steps agreed were that PD would write a short scoping document, including objectives and success measures. It should be framed against the key areas of focus of the plan – culture, values, structure and operational delivery. A meeting of the subcommittee (whose membership is RW, KS, IA and CNS), plus PD, will be arranged in the next couple of weeks to agree the scope of the work. The output of this meeting should be shared with the wider Board and communicated to staff.

Action: LJ to arrange meeting of Board sub-committee and PD.

Action: PD to share agreed outputs of meeting with the Board.

It was agreed that communications with staff should signal that CS are committed to continuous improvement going forward which will require a degree of reviewing and reflecting on past performance. Management will respond to the staff feedback exercise and KF will share with Board for comment prior to distribution.

Actions: IM and KF to produce staff communication on the staff feedback exercise and share with Board prior to distribution.

The Board noted the appendix to the paper which presented the verbatim comments recorded on flip-charts by staff in the all-staff event workshop sessions.

9 Governance Framework update

JK joined for this item.

JK and IS updated the Board on the progress made to review CS's governance structure and processes. This will include refreshing Terms of Reference for the Board, its Committees and the Executive which will be included in a Governance

pack. This pack will be helpful in the induction process for both new staff and Board members and a summary version will be published on the website.

It was requested that Board be given access to the intranet. IM responded that there had been technical challenges to enabling this and that these would be re-investigated.

Action: IS to investigate enabling Board access to the intranet.

A request was made that Terms of Reference for the Nominations Committee should be included in the review.

It was agreed that revised Audit & Risk Terms of Reference would be shared with the Committee at its next meeting, and that the F&GP Committee Terms of Reference would be shared in June. The Governance pack (including all non-Executive Terms of Reference) would come to the Board for approval in July.

10 Screen

10.1 Screen Unit Update

IM stated that the recruitment process for the 3 Screen Officers and a Screen Commissioning Officer role should be concluded by the end of this week. The role of Interim Director of Screen had been offered to Agnieszka Moody from the BFI and discussion around her contractual position was being progressed. Once in position she would be employed 4 days per week until the end of the year with Scott Donaldson undertaking the role 1 day per week. Mhora Samuel had been appointed the Project Manager, currently working 2 days per week, moving to full time from June.

The Executive Director role was currently in the longlisting stage. Shortlisting to take place in the coming week, with interviews scheduled in June.

There would be a further CTEER appearance next Thursday with IM, Scott Donaldson and BP in attendance.

The majority of the Screen funds were now live, and work continues on the Content Development Fund as a priority.

10.2 Film Studio – Business Case update

IS reported that following a meeting with partners the approach was being finessed. In addition, there had been a meeting with Scottish Government, CS, SE and representatives from the Pentland Studios project to hear more about their plans.

10.3 Screen Production (Wild Rose) – additional investment

IS provided an overview of the request noting that the additional funding increased the cumulative award to a level above the Executive's approval limit.

The Board approved the request for additional funds.

11 YMI Formula Fund Assessments

IS provided an overview of the funding programme and requested that Board approve the awards to Glasgow City Council of £540,644 and to Aberdeenshire Council of £527,836.

The Board approved the awards to Glasgow City Council of £540,644 and to Aberdeenshire Council of £527,836.

12 Sistema Scotland

IS provided an overview of the project and requested Board approval of £780,000 for Sistema Scotland funded by the Scottish Government budget for restricted purposes.

The Board approved the £780,000 award to Sistema Scotland subject to appropriate monitoring by CS being included in the agreement.

13 2017/18 Financial Year End Report

IS provided an overview of the year-end results noting that the numbers were subject to audit.

Following the audit, the Annual Report and Financial Statements will be reviewed by the Audit and Risk Committee in August prior to approval by the Accountable Officer and Board in October.

The Board noted the contents of the report.

14 AOB

The meeting schedule had been presented with the Board papers and would be regularly included going forward. Screen Committee meetings were requested to appear on the list.

Action: LJ: To add Screen Committee meetings to the meeting schedule.

It was requested that Board members have CS Business Cards. IM stated that the cards should show the Board members CS email address rather than their personal email. Guidance on accessing CS email addresses would be circulated.

Action: LJ to circulate to Board members the way to access CS email.

Action: LJ to request to Board members whether they would like business cards and order them via the Communications Team.

As this was the last meeting of BP, the Board recorded their thanks for his 8 years' service, which was echoed by the Executive. The Board would investigate arranging a social moment to celebrate BP's contribution.

Date of the next meeting
Wednesday 18th July
10am – 2pm
Waverly Gate Board Room.