



ALBA | CHRUTHACHAIL

MINUTES

Board Meeting 18 December – 11.30 to 16.30 Board Room – Waverley Gate

Present:

Robert Wilson (RW)	Chair
Iain Aitchison (IA)	Board Member
Ewan Angus (EA)	Board Member
David Brew (DB)	Board Member
Karen Forbes (KF)	Board Member
Erin Forster (EF)	Board Member
Sheila Murray (SM)	Board Member
Cate Nelson-Shaw (CNS)	Board Member
Elizabeth Partyka (EP)	Board Member
David Strachan (DS) until 1.45	Board Member
Karthik Subramanya (KS)	Board Member

Apologies:

There were no apologies

In Attendance:

Iain Munro (IM)	Acting Chief Executive
Kenneth Fowler (KF)	Director, Communications
Ian Stevenson (IS)	Director, Finance
Amanda Catto (AC)	Head of Visual Arts (for item 14)
Philip Deverell (PD)	Director, Strategy (for items 6, 7, 8 & 10)
Alastair Evans (AE)	Head of Knowledge and Research (for item 6)
Milica Milosevic (MM)	Head of Equalities, Diversity and Inclusion (for item 10)
Joan Parr (JP)	Interim Director, Arts and Engagement (for item 8)
Lyndon Jones (LJ)	Notes

	Private Session – Board members only (no minute taken)
1.	Apologies
	There were no apologies

2.	Declarations of interest
	There were no declarations of interest
3.	Minutes and Matters arising
	The Minutes of the meeting 12 October had been previously circulated and were approved. There were no further matters arising.
4.	Committee Minutes
4.1	<p>Audit and Risk – 15 November 2018 The draft minutes had been circulated to the Committee. Following a tender process, the Committee Chair referred to the proposed appointment of Henderson Loggie as the Internal Audit provider to Creative Scotland on a three-year term. Board approval was requested for the appointment. All approved.</p> <p>The Committee had discussed stakeholder engagement where the results of the organisational development reviews might influence future engagement. Corporate Governance was discussed and it was agreed that additional Board membership to both Audit and Risk Committee and Finance and General Purposes Committee was needed. It was reported that Creative Scotland financial systems had a positive Internal Audit Review, and the Internal Audit Tracker has been improved based on audit recommendations.</p> <p>Minor revisions to the Scottish Government Framework Agreement had been discussed with them, including how best to reflect National Lottery responsibilities, as well as GiA. It was recommended that the annual reporting on the Framework Agreement moved to A&R from F&GP. The Board approved this recommendation.</p>
4.2	<p>Finance and General Purposes – 10 December 2018 The Committee Chair verbally reported back on the previous meeting as the minutes were still in preparation. The F&GP Annual Report was now complete. There were two areas in particular which were discussed - seeking feedback and effectiveness; and best value. Some agenda topics discussed were being presented at the Board meeting today or scheduled for future meetings. It was reported that two elements of the HR & Office services management report stood out. Firstly, the importance of annual performance reviews of staff; and the need to proactively pursue new channels to improve diversity in recruitment.</p>
4.3	<p>Screen Committee – 8 November 2018 The Committee Chair reported that the minutes reflected the meeting of the 8 November, and that there had been a subsequent meeting on the 6 December. The Screen Committee agreed it would continue to meet monthly until March to discuss key issues. An update on the Studio was reported. Work on the Screen Scotland business plan is ongoing with partners. The MOU with the BBC was progressing well.</p>

5.	Executive Report
	<p>An updated style of report had been circulated which addressed key matters of corporate concern, with further background and detailed information available on the Board SharePoint. IM requested feedback on the style of the report. The Board approved the style of report and requested application and grant information be shared regularly. RW reported that he would provide regular updates to the Board on any points of interest to note in between Board meetings and proposed that key meetings would be included in this update rather than the Executive Report.</p> <p>On the detail of the report, it was questioned if further resource would be needed to focus on Brexit related issues. It was confirmed that this was under consideration. On organisational development work, it was clarified how the funding review would be managed relative to the rest of the reviews underway. IM confirmed that the information from the various reviews and reports would be made available to the Board before external discussions take place. An update would be brought to the February meeting. A discussion took place on understanding an approach to how best to use the limited funding at Creative Scotland's disposal. How best to achieve an appropriate balance across funding programmes, with simpler application processes, need to be discussed with potential applicants.</p> <p>It was reported that the first group of successful awards from the Touring Fund had been announced that morning. The fund had been positively received externally and would strengthen collaboration within the sector and further enhance the geographical spread of work produced and presented across Scotland.</p>
6.	Annual Review of Performance 2017 - 18
	<p>Philip Deverell and Alastair Evans joined for this agenda item.</p> <p>The report had previously been shared with the F&GP Committee for their feedback, with minor amendments already incorporated, and now presented to the Board for approval. The annual review complemented both sets of Annual Accounts and together, provide a comprehensive report on Creative Scotland's activities. The designed version online would now include summary infographics, and links to case studies. PD reported it was challenging to compile one document which involved two separate sets of accounts for both Westminster and Holyrood.</p> <p>How to refine appropriate KPI's was discussed, to ensure an appropriate balance of quantitative and qualitative measures, particularly in relation to EDI work.</p> <p>It was recognised that the report was strong but there was encouragement to continue to find ways of more effectively describing the outcomes achieved and their use in advocacy work.</p> <p>(DS left the meeting at 1.45)</p>
7.	Wavehill Evaluation of RFO process
	<p>The published report was now on the Creative Scotland website. The Board considered the report to be fair and balanced, whilst remaining sensitive to the pressures of the whole process. A discussion took place on the detail of the process</p>

	<p>and how to achieve more productive interaction with the Board in these kinds of processes in the future. For example, earlier and greater detailed involvement and interaction between the Board and staff, clearer criteria where strategic judgement is applied, and appropriate time to ensure the most robust and confident decision making.</p> <p>The report was a positive step forward in capturing lessons to be learned for the future and very helpful input to the funding review.</p> <p>Thanks were given to PD for his approach to ensuring the report's independence and the feedback from Staff was positive showing there was an internal appetite for change.</p>
8.	Revised Strategy proposal
	<p>Joan Parr joined PD for this agenda item.</p> <p>Following the October strategy discussions and Board meeting, PD was asked to develop a short paper to present a refreshed vision and strategic position for Creative Scotland based on cultural, social and economic value, and encompassing the six functions of Creative Scotland stipulated in the Public Sector Reform (Scotland) Act.</p> <p>The Board welcomed the proposal and requested that the vision statement should shift slightly to be more specific to Creative Scotland rather than culture generally in Scotland, setting high level priorities and direction, and reflecting the National Culture Strategy and current thinking behind the CS reviews underway. It should be clear that Creative Scotland fosters creativity at all levels of society.</p> <p>There was a discussion on this work reflecting an evolution of the 10-year plan, as it is half way through, and what the focus should be for the next five years.</p> <p>The next stages would be to discuss with staff and bring back an update to the Board meeting in February before sharing and discussing further.</p>
9.	2019/20 Budget planning
	<p>The proposed budget announced by Scottish Government remains broadly as 2018/19. There was a discussion on the Screen budget and income and expenditure profile, including access to £1m financial transactions. SG should confirm that this does not constrain the delivery of the blue print.</p> <p>All other key budget areas have been maintained.</p> <p>The Board discussed the requests to approve RFO funding for 2019/20, a rescheduling of the budget for Scotland + Venice to support cashflow, and a time imperative on funding for Book Week Scotland as planning commences before CS's main budget approval process.</p> <p>The Board were happy to approve the budget recommendations, with further detail to be brought to the February/March meeting on the remainder of the budgets.</p>

10.	EDI Progress Report
	<p>Milica Milosevic joined PD for this agenda item.</p> <p>MM was thanked for producing an extensive report summarising the EDI workplan, activity and progress on its delivery since last March. It was recorded that the breath and volume of work undertaken by a team of three is impressive.</p> <p>A discussion took place on the contents of the report.</p> <p>It was reported that engagement from some RFO's on their Diversity Action Plans is challenging. CS Lead Officers are engaged in dialog through the Annual Review process but there is a need to have better EDI engagement from senior levels in some organisations to impress the priority for this work. Local authorities were also discussed, noting there is currently a CS funded EDI champion based in Glasgow Life, and negotiations are ongoing with Edinburgh Council. The importance of data was also discussed, acknowledging that some RFO's have limited staff capacity to provide a full set of statistics. CS is currently working on an audience development strategic initiative to aid a better response.</p> <p>The Board reaffirmed its commitment to EDI work for both Creative Scotland and the sectors and it was recognised that Creative Scotland needs to continue to develop itself and its practices. It was noted that there will be a training plan put in place for CS Staff and Board in the new financial year.</p> <p>The Board asked if funds should be held back from RFO's that don't adequately address EDI matters and it was agreed that as EDI is part of the agreement for receiving an RFO award, financial levers would be a transparent way of demonstrating the seriousness of intent and commitment.</p> <p>The Board approved the overall strategic approach to EDI work and requested regular progress updates at future meetings.</p>
11.	Screen update
	<p>IM provided an update.</p> <p>The Studio Tender had gone live and had been well received. Press coverage had generated international interest.</p> <p>The first set of applications for the Broadcast Content Fund were in the contracting stage and an announcement would be made at an appropriate point in the new year.</p> <p>Due to the specialist nature of Screen contracts in general, our current processes and materials were being reviewed by industry expert, Will Evans, to ensure they were up to date and reflect best practice in the industry.</p> <p>Recruitment for the Director of Screen was under discussion. Agnieszka Moody, who was currently on secondment from the BFI, was being recalled to her post there early in the new year.</p>

	The Board acknowledged the update.
12.	Corporate Risk Register Review
	<p>The five priority risks were shared with the Board. It was highlighted that uncertainty around Brexit had given prominence to this risk and brought it into the top five.</p> <p>It was agreed that during the February meeting, the Board would comprehensively review the Risk Register. This would include the Screen related risks.</p>
13.	Approvals by Exception process
	<p>The paper previously approved by the Audit and Risk Committee was shared with the Board for approval.</p> <p>The process addresses and records approvals and decisions on exceptional occasions outwith scheduled meetings of the Board and Committees.</p> <p>The Board noted the process and were happy to ratify the Audit and Risk Committee approval.</p>
14.	Scotland + Venice
	<p>Amanda Catto joined for this agenda item.</p> <p>The final report on the evaluation of Scotland + Venice had been shared with the Board for information and comment. The discussion was now to decide if further scoping for a future model for the delivery of Scotland + Venice across the Art and Architecture Biennales was appropriate.</p> <p>The commitment of the other partners was discussed. Some questions were asked about signing up to further financial commitment for future years without full knowledge of the financial position of others. AC reported that developing a strategic longer term model, including a potential dedicated accessible venue, would help strengthen opportunities.</p> <p>The Board were happy for AC to explore the options, to be brought back to a future Board meeting.</p>
15.	AOB
	<p>RW confirmed that going forward, Board meetings would start with a private session before the main meeting.</p> <p>Also, it was requested that Board members inform LJ if they required hard copies of the Board papers whilst the use of SharePoint functionality was developed.</p>
16.	Date of next meeting

Thursday, 14 th February 10.00 – 14.00 hrs.
--

Rebel Wilson

Approved