

## MINUTES

### Board Meeting 25 May 2023 10.00 – 13.00 Waverley Gate Board Room / Teams

#### Present:

Robert Wilson (RW)	Chair
Malath Abbas (MA)	Board Member
Yahya Barry (YB)	Board Member
David Brew (DB)	Board Member
Duncan Cockburn (DC)	Board Member
Stephanie Fraser (SF)	Board Member
Philip Long (PL)	Board Member
Carol Main (CM)	Board Member
Sarah Munro (SM)	Board Member
Elizabeth Partyka (EP)	Board Member
David Strachan (DS)	Board Member

#### In Attendance:

Iain Munro (IM)	Chief Executive
David Smith (DWS)	Director, Screen (for item 5)
Anne Langley (AL)	Executive Director, Operations (for items 6 & 7)
Clive Gillman (CG)	Director, Creative Industries (for item 7)
Lyndon Jones (LJ)	Minutes

<b>1.</b>	<b>Apologies and declarations relevant to the agenda</b>
1.1	There were no apologies. SM joined remotely and reported issues with her connection and would remain off camera to enhance the signal.
1.2	<u>Declarations relevant to the agenda</u> There were no declarations that were relevant to the agenda.
<b>2.</b>	<b>Previous minutes</b>
	The minutes of the meeting, 30 March, were approved as an accurate record of the meeting.

2.1	<p><u>Matters arising</u></p> <p>The Board was updated by the Chair on the current recruitment campaign for new Board members being run through the Public Appointments process. From a strong field of applications, a shortlist had been interviewed, with recommendations put forward for Ministerial approval. Appointment terms would begin from August.</p> <p>Board Terms of Reference – the updated Terms of Reference, reflecting the conversation from the March meeting, were included. The updated version incorporated the legislation of the National Lottery, and included Board scrutiny of environmental sustainability plans. The Board requested some further minor wording to emphasise the requirement to plan for the long-term financial sustainability of Creative Scotland. With this incorporation, the ToR was agreed and would be reviewed again in the annual review cycle of all the Board and Committee Terms of Reference next year.</p>
3.	<p><b>Committee updates</b></p>
3.1	<p><u>Finance and General Purposes Committee Minutes - 15 March</u></p> <p>A verbal update had been provided at the previous Board meeting on the additional business planning session and these written Minutes were now presented for the record. There were no questions raised.</p>
3.2	<p><u>Finance and General Purposes Committee Agenda - 19 April.</u></p> <p>As part of the regular reporting, the Committee had reviewed the Management Accounts for year end. A risk analysis was also included for the GiA funds for 2023/24 and it was agreed that this update would be regularly provided at F&amp;GP Committee meetings.</p> <p>The substantive item discussed by the Committee were the plans for smarter working, including the discussion that had taken place at the March Board meeting regarding the balance of office presence and remote working. There would be an opportunity for the Board to discuss further through item 6 on the agenda at today's meeting. The Committee Chair also noted the sign off of the Annual Plan by the Committee had been undertaken outwith the meeting and the delivery of future plans would be reviewed by the Executive to ensure timescales were maintained.</p>
3.3	<p><u>Screen Committee Minutes – 7 March</u></p> <p>Further to the update provided at the March meeting, the Chair added that the Committee continued to review Screen Scotland integrated working with the wider Creative Scotland and noted that other senior staff would be invited to Committee meetings for discussions as required. The Committee also noted funding comparisons with the other screen agencies across the UK, and the competitiveness of their production incentives.</p>
4.	<p><b>Chief Executive Report</b></p>
	<p>From the report, the Board focused on the current position with the CS budget for 2023/24, noting ongoing risks and that the Autumn Budget Statement would be important in formally confirming a number of budgets, and some decisions yet to be taken on remaining commitments for Screen, Culture Collective and Place funding. SG budget control processes remained very tightly managed, with conditions attached to include clear need, strategic alignment to SG priorities, and requirement to demonstrate efficiencies and reforms. The Board discussed how</p>

	<p>reach across other policy areas would also benefit both efficiencies and reform. The Board were also informed that within the annual delivery programme for Creative Scotland, delays in budget confirmation, or accessing the funding, would have a significant negative impact and could potentially lead to work being cancelled or deferred to next year.</p> <p>The update on the Fair Work guidance was discussed, with application requirements and grant conditionality to be introduced from 1 July 2023, informed by legal input. Given the requirements set by SG, CS would set out its delivery position clearly and would continue to liaise with other public bodies on their delivery plans.</p> <p>The Board discussed the revised format of the Chief Executive Report and approved the approach of wider detailed departmental reports sitting underneath. It was also agreed that Executive leads would attend future Board meetings on rotation to spotlight all areas of the organisation's work in more detail.</p> <p>IM was thanked for his report.</p>
<b>5.</b>	<b>Screen Scotland update</b>
	<p>David Smith joined for this agenda item.</p> <p>The Board were informed that the impact of the delay in confirmation of the GiA budget had been challenging and impacted on the progression of the revised ScSc strategy. However, with the majority of the overall budget recently confirmed, driving the strategy and funding programmes forward was progressing again.</p> <p>Impacts had also been felt on the progress towards publication of the Economic Value Report 2021 and the importance of the screen sector in Scotland to the Scottish economy. The Board were interested in discussing the screen education work noted in the report, especially the Screen Educator in Residence Programme. The Board were informed that work was well underway in all pilot areas. In skills development, current statistics show around 80% workforce retention had been achieved through the various training schemes supported by ScSc.</p> <p>The launch of the EIFF programme will take place next week, and the external process to appoint the new Chair for the EIFF company had begun. With this update on the EIFF, the Board also received an update on the current picture with the Filmhouse and the Belmont. ScSc has been leading efforts to ensure both reopen as cultural cinemas working with Local Authorities in both areas and with the new owner and potential operators in Edinburgh. Screen Scotland funding remains in place to support the development of this work. DWS was congratulated for continuing to drive this forward.</p> <p>DWS was thanked for the update.</p>
<b>6.</b>	<b>Smarter Working</b>
	<p>Anne Langley joined for this agenda item.</p> <p>The paper provided a full update on the project, following the discussion at the F&amp;GP Committee. To advance the programme, a task and finish group from across the organisation had come together to review the whole working environment, looking at approaches and needs for the future, and develop a proposed workplan to move forward. This initial work had concluded and a set of recommendations</p>

	<p>were now being progressed across four pillars of work: Place and Space; Tech and Tools; People; and Policies. The key will be a work led approach to where and how CS will work in the future and what tools support that approach. A main driver to help with the development was the Team Charters, which gave teams the ability to describe the best way to deliver the role they individually and as a group undertake. It was also a helpful guide when new Team members joined by providing an all-team framework but also evolving the Charters further. A recent example was the implementation of the new finance system, where the team regularly came together in the office to develop the system and co-learned together. Metrics for measuring and tracking the hybrid approach will be gathered to develop an Operations Dashboard. There will also be opportunities to bring wider groups together by creating policy forums, All Staff meetings, and cross departmental engagement.</p> <p>In discussing the report, the Board understood that a wide range of external discussions had taken place to review the approaches of other organisations and bodies across Scotland and the UK. The continued development of technology is now an integral part of Smarter Working. Early indicators also show that staff retention is improved by the Smarter Working approach, whilst also attracting new employees.</p> <p>Going forward, a review of the Estates Strategy is a priority, with discussions at the F&amp;GP Committee before final discussion with the Board in the autumn.</p>
<p><b>7.</b></p>	<p><b>Multi Year Funding</b></p>
	<p>AL remained and Clive Gillman joined for this agenda item.</p> <p>In addition to the full detail of the report, which included the updated delivery plan and details of the work streams, the update informed the Board that all the external engagement sessions were fully booked and there was also a waiting list for attendees. A summary of the content of the sessions and approach was provided. The Board wished to ensure that the reach of the messaging and opportunity was far and wide, particularly for newer potential applicants for multi-year support.</p> <p>The Board Sub-Group had met again to discuss the assessment and decision-making approach. The proposal discussed was that of the six agreed criteria, quality and ambition, and engagement would have the highest threshold. The International criterion would be optional as not all applicants will have an international dimension to their work plans. One Board Member requested that the scores allocated to the two criteria subject to the higher minimum threshold (quality &amp; ambition and engagement) should also be weighted more highly than the scores for the remaining criteria. However, overall, the Sub-Group were in agreement with the proposal from the staff project team that the marks for each of the scored criteria should carry equal weight when aggregated, and the Board agreed.</p> <p>The importance of transition support for unsuccessful applicants, and the plan for use of National Lottery reserves to support this, was restated.</p> <p>The Board also acknowledged that the ambition for CS to run a successful Multi Year approach would rely on having sufficient confidence on budgets when decisions required to be taken.</p> <p>(DC left the meeting)</p>

	The Board would be updated again at the next meeting which will provide an opportunity for any final input prior to the publication of the detailed fund guidance on 26 July.
<b>8.</b>	<b>Any other business</b>
	<p>Board members requested further guidance on handling direct approaches from individuals or organisations that had been unsuccessful in their applications for funding.</p> <p>Separately, the Board noted development of AI and it was suggested this could be an agenda item for the Board Away day in September.</p>
<b>9.</b>	<b>Date of next meeting</b>
	<p>20 July 2023  10.00 – 14.00  Venue to be confirmed.</p>

Rebel Wilson

Approved