

MINUTES

Creative Scotland Board Meeting Thursday 25 September 2014 – 11.00am Duncan of Jordanstone College of Art & Design, Dundee

Present:

Sir Sandy Crombie (Chair)
Sandra Gunn
Professor Robin MacPherson
May Miller
Fergus Muir
Barclay Price
Richard Scott

In attendance:

Janet Archer	Chief Executive
Iain Munro	Deputy Chief Executive
Kenneth Fowler	Director of Communications
Gerard Kelly	Director of Funding Operations
Karen Lannigan	Director of HR & Office Services
Ian Stevenson	Director of Finance
Natalie Usher	Director of Film & Media
Liz Humphreys	Deputy Director, Culture & Historic Environment
Michael Jackson	Creative Scotland and Festivals Sponsor
Vickie Ambrose	Senior PA

1.0	Private Session
1.1	A discussion took place with regard to the business of Creative Scotland.
2.0	Apologies and Declaration of Interests
2.1	<u>Apologies</u> Apologies were received from Steve Grimmond, Gary West and Ruth Wishart.
2.2	<u>Declaration of Interest</u> No declarations of interests were made.
3.0	Previous Minutes and Matters Arising
3.1	<u>Minutes of the Board meeting - 3 June 2014</u>

	The minutes of the meeting held on 3 June 2014 were approved as an accurate record of the meeting.
3.2	<u>Matters arising and action points</u> None.
3.3	<u>Minutes of the Finance & General Purposes Committee - 16 June 2014</u> The minutes of the meeting held on 16 June 2014 were noted.
4.0	Executive update
4.1	Janet Archer provided a summary of the paper and highlighted the following:
4.2	<u>Glasgow 2014 and Edinburgh Festivals</u> Culture 2014 and Festival 2014 have been heralded as a resounding success with almost universal positive press on the programme as a whole and the individual projects. The programme saw established and emerging artists from Scotland work alongside artists from the Commonwealth to create an exceptional programme.
4.3	It was noted that Creative Scotland is working on a significant evaluation with partners to capture the achievements.
4.4	<u>Edinburgh International Culture Summit 2014</u> The 2014 Edinburgh International Culture Summit brought together international Ministers of Culture with international artists and thinkers to share ideas and solutions and participate in debate and discussion.
4.5	A discussion took place with regard to the need for better research and data analysis to be able to make a compelling case for ongoing support in the context of ever increasing financial challenges.
4.6	It was noted that an evaluation of the Summit is currently being worked on and planning for the 2016 Summit is underway. This is to maintain momentum and maximise the feedback and input from delegates this year.
4.7	<u>Time to Shine</u> It was noted that a National Youth Arts Advisory Group has been established. It was agreed that they should be invited to attend a future Board meeting for a discussion.
4.8	<u>Edinburgh International Film Festival</u> It was noted that Chris Fujiwara has stepped down from his post as Artistic Director and interim arrangements for programming next year's festival have been put in place. The recruitment process is underway for a replacement.

4.9	<p><u>Creative Industries</u> Creative Scotland is moving swiftly towards a draft Creative Industries Strategy by the end of December 2014. Philip Deverell, Director of Strategy is leading in this area until the appointment of a new Creative Industries Director, working with consultant Dr Tom Fleming. It was noted that a mapping study is underway.</p>
4.10	<p><u>Cabinet Secretary meeting</u> A positive briefing meeting was held with Fiona Hyslop during which a range of matters were discussed including a major international conference in 2015 (part of the Board Action Plan for Change).</p>
4.11	<p><u>Annual Planning</u> Creative Scotland is beginning the process of developing an Annual Plan for 2015-16. The plan will set out funding, development, advocacy and influencing work in the context of Creative Scotland's priorities for 2014-17 and the wider ambitions of the 10-year plan.</p>
4.12	<p>A discussion took place with regard to developing arts entrepreneurs.</p>
5.0	Finance
5.1	<p><u>Annual Report from the Audit & Risk Committee</u> Ian Stevenson provided a summary of the paper which formalised the activities of the Audit & Risk Committee and provided a briefing of these to the Board.</p>
5.1.1	<p>A discussion took place with regard to the Risk Register. It was agreed that regular updates would be provided at Board meetings on those risk items above Board appetite. Action to Ian Stevenson</p>
5.2	<p><u>Annual Accounts</u> The following key points relating to the annual reports were highlighted:</p> <ul style="list-style-type: none"> • They have been reviewed and approved by the Audit Committee • Janet Archer has received unconditional letters of assurance from all members of the senior leadership team relating to 13/14 • The annual accounts will be laid before Scottish and UK parliaments before being published – usually within 6 weeks of Board approval • A separate Annual Review of 13/14 covering performance against the 13/14 annual plan will be issued before Christmas
5.2.1	<p>The Board approved the 2013/14 Creative Scotland Annual Report and Accounts for Grant in Aid and Lottery.</p>
5.3	<p><u>Budget Planning</u> Ian Stevenson provided a summary of the report and highlighted the following:</p>

5.3.1	<ul style="list-style-type: none"> • Key dates for the 2015/16 budget planning process • Linkage between budget and strategic planning • Current finance projection versus the 2014/15 budget • Key decision areas in the 2015/16 budget planning process <p>Areas of discussion:</p> <ul style="list-style-type: none"> • DCMS projections • Capital commitment • Senior Leadership Team considering options for presentation at the next Board meeting
6.0	People Strategy
6.1	<p><u>General update</u> Karen Lannigan joined the Board meeting and provided a summary of the papers.</p> <p>6.1.1 It was noted that monthly People Strategy updates are provided to staff and are available for Board members via the Board Intranet.</p> <p>6.1.2 The following areas were discussed:</p> <ul style="list-style-type: none"> • Staff working group • Care of staff whilst change continues • Forward thinking with regard to people strategy needs in 5-10 year's time • Annual staff engagement survey • Realignment of line management structure • Board engagement with staff <p>6.2 <u>Director of Strategy</u> Janet Archer provided a summary of the paper.</p> <p>6.2.1 Philip Deverell was recruited to the post of Director of Strategy in January 2014 for a twelve month period.</p> <p>6.2.2 The key focus for the post has been a significant amount of planning, policy development and strategic partnership work, working closely with the CEO and Deputy CEO to provide a new level of focus for this area of responsibility.</p> <p>6.2.3 Philip Deverell has played a key role in the development and implementation of Creative Scotland's 10 year plan and Annual Plan and has proven an invaluable resource on an ongoing basis.</p> <p>6.2.4 It was proposed that the Board agree that the Director of Strategy role becomes a permanent role within Creative Scotland's structure and that Philip Deverell be offered a permanent position in this role.</p>

6.2.5	The Board agreed with the recommendations.
6.3	<u>Director of Creative Industries</u> Following the resignation of the Director of Creative Industries and prior to advertising for a replacement, Creative Scotland has discussed with the Scottish Funding Council (SFC) the potential for a partnership post, providing a significant opportunity for partnership working within the Creative Industries sector.
6.3.1	Creative Scotland has agreed a joint working approach with the SFC for the post. Contractual and line management responsibility would be with Creative Scotland.
6.3.2	The advert will be published within the next two weeks. It was noted that the funding of this role will be paid via a three year funding agreement.
6.3.3	The Board noted the report.
6.4	<u>Structure – update on progress</u> Karen Lannigan provided a presentation and highlighted the following: <ul style="list-style-type: none"> • Update on work underway • People Strategy approach • Overall approach on staffing structure • Context • Structure refresh and approach • Guiding Principles • Connections across specialisms • Next steps
6.4.1	It is planned that this work will run until Spring 2015.
6.4.2	A discussion took place with regard to staff role titles and the need to ensure they provide clarity on the area of specialism.
7.0	Film Strategy 2014-17
7.1	Janet Archer provided an overview of the journey and development of the Film Strategy.
7.2	Natalie Usher provided a summary of the paper.
7.3	It was noted that all comments received through the consultation process have been considered and these have assisted Creative Scotland in identifying priorities.
7.4	The following areas were discussed: <ul style="list-style-type: none"> • Film Studio

	<ul style="list-style-type: none"> • Gaelic input • Outcome objective(s)
7.5	The Board agreed delegated authority for Natalie Usher to work with the Board Film Sub Group to complete the work and arrange the publication of the Film Strategy.
8.0	Capital Stage 2 Applications
8.1	Iain Munro provided a summary of the paper.
8.2	The Board agreed the recommendation.
9.0	Funding Briefing
9.1	<u>Funding briefing – Regular, Open and Transition</u> Gerard Kelly provided a summary of the paper together with a presentation.
10.0	Any Other Business
10.1	None.
11.0	Date of Next Meeting
11.1	11.00am, 4 December 2014 – Boardroom, Waverley Gate, Edinburgh