



MINUTES / GEÀRR-CHUNNTAS

Board Meeting 24 September 2020 – 10.00 to 13.00 Via Teams

Present / An Làthair:

Robert Wilson (RW)	Chair
Ewan Angus (EA)	Board Member
David Brew (DB)	Board Member
Stephanie Fraser (SF)	Board Member
Sarah Munro (SM)	Board Member (from 10.50)
Elizabeth Partyka (EP)	Board Member
David Strachan (DS)	Board Member

Apologies / Leisgeulan:

Duncan Cockburn (DC)	Board Member
Philip Long (PL)	Board Member

In Attendance:

Iain Munro (IM)	Chief Executive
Isabel Davis (ID)	Executive Director (for item 5)
Ian Stevenson (IS)	Director of Finance (for items 6 and 8)
Gary Cameron (GC)	Interim Director of Strategy (for item 7)
Milica Milosevic (MM)	Head of Equalities, Diversity and Inclusion (for item 7)
Lyndon Jones (LJ)	Minutes

1.	Apologies and declarations of interest
1.1	Apologies were noted
1.2	Declarations of interest pertinent to this meeting: EP declared she was a newly appointed member of the OFCOM Advisory Council for Scotland.

	Board members were reminded to keep their individual declarations of interest formally up to date with changes reported to Stephen Vallely, Finance Manager, ideally within a month of the change.
2.	Notes of call 20 August 2020 and matters arising
2.1	The notes were approved as an accurate record of the call.
2.2	There were no matters arising. It was noted that whilst the Board undertake additional meeting calls to maintain contact during the current period, the Board should formally receive both call notes and minutes in the pack of papers at each main Board meeting.
3.	Committee Updates
3.1	<p>Audit and Risk Committee 27 August</p> <p>The Committee Chair reported that accounts preparation was progressing and would be the focus of the November meeting, adding that the possibility of proforma consolidated accounts had been discussed with a proposed solution being agreed. The conversation also touched on charitable status options for Creative Scotland with an investigation being commissioned by the Committee. The Committee discussed the registrations of interest along with the draft annual report of the A&R Committee, with the full report and assessments coming to the November meeting. It was suggested that timing might allow for Board self-assessment with a suggestion of compiling questions for circulation.</p>
3.2	<p>Finance and General Purposes Committee 9 September</p> <p>The meeting had been extended to accommodate a conversation on the new emergency funds, with an open invitation for Board members to join for that discussion, PL, DB and DS had joined. The Committee recognised the challenges and pressures of delivering the new funds, with further discussion today through agenda item 6. Budget revisions paper and Management Accounts were approved. The Committee also discussed the formal reports provided on HR, H&S and Estates, with particular attention being paid to staff wellbeing during the continuation of homeworking.</p>
	The Chair of the Screen Committee noted there had not been a recent formal Screen Committee since the last Board meeting due to the refresh of the group through the past couple of months. There is a Partnership Group meeting being held on Tuesday 29 September, and notes will be shared with the Board in due course.
4.	Chief Executive Report
	IM highlighted the main attention of recent weeks was on the new funds and their delivery. The purpose of the majority of the funds set by the Scottish Government is to protect jobs and prevent insolvency. The financial support is welcome but it is recognised that significant further support would be needed in the months ahead given the depth of impacts on the sector and the extended timescales of the pandemic. Despite the uncertainties of the future, it will be important to return to forward strategy and planning and funding models for the

	<p>future. A meeting with members of SLT and Board members would be arranged to discuss next steps and timescales.</p> <p>Recognising the pressures on staff and the organisation to deliver the new funds, the Board discussed correspondence with the Unions, and reiterated support for, and thanks to, staff. Workload and resource planning was key, drawing on external input as necessary to enable effective delivery. Digital transformation work had also been accelerated to aid the process.</p> <p>A Pulse Survey would be circulated to staff to garner feedback on a range of topics. The results would be shared with Board and used to address any further staff support needs as required.</p>
5.	Screen Scotland Update
	<p>ID joined for this agenda item. SM joined the meeting.</p> <p>The Board were informed that there had been a high response to the Independent Cinema Recovery and Resilience fund. There had been positive Government news about the insurance scheme to support the return to filming activity for those who can meet the criteria. Production activity was reactivating in line with published Covid-19 guidance with the prospect of a healthy pipeline of productions in Scotland. A number of positive leads were being pursued in relation to the Bath Road Studio.</p> <p>The new Screen Scotland staffing structure was now in place and working well.</p> <p>The Screen Partnership meeting will be held next week with focus given to the Screen Skills Strategy.</p>
6.	COVID-19 Funds update
	<p>IS joined for this agenda item.</p> <p>IM gave a presentation showing the purpose and budget of each fund, providing an update on progress for each, noting the deadline for the Cultural Organisations and Venues Recovery Fund was during the course of this Board meeting (it was noted later in the meeting at the deadline that over 340 applications had been received, requesting c£22m). The Hardship Funds were also discussed, noting the Screen Fund was up and running, involving BECTU Vision, and partners were being sought for the Arts and Creative Hardship Fund.</p> <p>Board members were asked for volunteers to be part of the panel process for the COVRF fund. EP and EA put themselves forward.</p> <p>Regular progress updates would be shared with the Board as the funds progressed.</p>
7.	EDI Strategic Priority

	<p>GC and MM joined for this agenda item.</p> <p>The full report shared with the Board outlined the position of EDI within CS and the external environment. It updated Board on the status of key activities and progressed to proposed actions to be take. MM outlined the key the details and invited the Board to discuss the policy and approach.</p> <p>A key challenge highlighted was in bringing together different perspectives and establishing a shared ethos which would build on existing progress and support a positive shift in CSs approach to promoting EDI. This needs to be embedded across CSs work, whilst acknowledging the challenge currently faced around the redistribution of funds, also the reputational risks with those funded and those not. It was acknowledged that this would also require all of CS to work together not just the EDI Team.</p> <p>It was questioned how EDI priorities are formed within the framework. The key is using the analysis of the information already held in CS from relationships with partners alongside the wider research knowledge. It was also questioned what approach would assist the application process. This would be handled by establishing clearer access points, with Create Inclusion highlighted as an example. The Board asked how EDI fed into the internal processes at CS. There is an internal working group that is cross sectional volunteers from the staff body, including DC from the Board, with support from HR. They would also be trialling a new training programme in the coming week.</p> <p>It was asked if the any member of the Board would like to join the conversations around the approach, with SF and SM agreeing to join.</p> <p>The Chairman thanked GC and MM for the report, presentation and discussion. Summarising that the Board saw EDI has a high priority, with the need for an easier accessible system to support future funding programmes and ensuring transparency from current RFO's and other funding routes.</p>
<p>8.</p>	<p>Risk Register Review</p>
	<p>IS re-joined for this agenda item.</p> <p>It was noted that the Audit and Risk Committee scrutinises the Risk Register at each meeting and focuses on risk which are scored as being above Board risk appetite. The purpose of the discussion was to update the Board's risk appetite and the identification of the key corporate risks in the context of COVID-19.</p> <p>The Board recognised that, given the current situation, risk appetite should be increased. It was also recognised that staff operating remotely also presented additional risk which had already been discussed by the Audit and Risk Committee in August. Given the number of risks identified it was proposed that IS review and amend the risk register and discuss and ratify at the Audit and Risk Committee in November.</p> <p>On the identification of key corporate risks the following areas were discussed:</p> <ul style="list-style-type: none"> • that COVID support funds may not be sufficient to meet the demand in the

	<p>cultural sector and result in organisational failure</p> <ul style="list-style-type: none"> • the planning and delivery of the next iteration of the RFO process (or similar) • the management of sectoral and stakeholder communications in the distribution of SG COVID funds • the future strategic approach should be focused on mitigating of Covid related issues • focusing on the messaging of sector bodies to ensure alignment with those of CS
9.	AOB
	<p>It was noted that whilst the UK Government had cancelled the Autumn Budget statement, the Scottish Government would still require to move forward with future draft budget planning on timescales that were not yet clear but likely to be similar to last year's budget planning cycle which resulted in CS getting its draft budget in February. The position relative to the Comprehensive Spending Review also needs clarified.</p>
10.	Date of next meeting
	<p>It was agreed to hold a Board call on Monday 26th October at 10am, principally to update on progress with the emergency funds.</p> <p>The next formal Board meeting would be on 26th November, exact timings to be clarified.</p> <p>LJ to send around Teams invites to both meetings.</p>

Rebel Wilson