

## MINUTES

### **Creative Scotland Board Meeting Wednesday 26 February 2014 – 1.00pm Yellow Boardroom, Waverley Gate, Edinburgh**

#### **Present:**

Sir Sandy Crombie (Chair)  
 Steve Grimmond (*joined the meeting at 2.30pm*)  
 Sandra Gunn  
 Professor Robin MacPherson  
 May Miller  
 Fergus Muir  
 Barclay Price  
 Richard Scott  
 Gary West  
 Ruth Wishart

#### **In attendance:**

Janet Archer	Chief Executive
Iain Munro	Deputy Chief Executive
Ian Stevenson	Director of Finance
Philip Deverell	Director of Strategy
Kenneth Fowler	Director of Communications & External Relations
Fiona Hyslop	Cabinet Secretary for Culture & External Affairs
Liz Humphreys	Deputy Director of Culture & Historic Environment
Vickie Ambrose	Senior PA

<b>1.0</b>	<b>Strategic Plan</b>
1.1	Sir Sandy Crombie welcomed Fiona Hyslop MSP, Cabinet Secretary for Culture and External Affairs and Liz Humphreys, Deputy Director of Culture and Historic Environment Division to today's Board meeting.
1.2	The Cabinet Secretary thanked the Creative Scotland Chair and Board members for the invitation.
1.3	Janet Archer presented the current draft Strategic Plan and advised that a final draft will be provided to the Board for final consideration and sign-off in mid-March.
1.4	A presentation was provided on the process of development of the plan, feedback from the online consultation and Reference Group, and plans

	for sign off and communications.
1.5	A discussion took place and feedback was given on the ambition, content, length and structure of the plan.
1.6	It was noted that the next steps will include a review of the draft from a policy perspective, discussion with a writer with regard to language and tone, and an equalities impact assessment.
1.7	Sir Sandy Crombie thanked the Cabinet Secretary for her time and useful contribution. The Board were asked to provide Kenneth Fowler with any further comments before close of business tomorrow.
<b>2.0</b>	<b>Private Session</b>
2.1	A discussion took place with regard to the business of Creative Scotland.
<b>3.0</b>	<b>Apologies and Declaration of Interests</b>
3.1	<u>Apologies</u> Steve Grimmond joined the Board meeting at 2.30pm.
3.2	<u>Declaration of Interest</u> Gary West recorded a declaration of interest in relation to Item 8.2 in his capacity as Chair of Tracs.
<b>4.0</b>	<b>Previous Minutes and Matters Arising</b>
4.1	<u>Minutes of the Board meeting held on 12 December 2013</u> The minutes of the meeting held on 12 December 2013 were approved as an accurate reflection of the meeting.
4.2	<u>Matters Arising</u> <i>Creative Industries</i> – a discussion took place with regard to Creative Industries and the possibility of a presentation being provided at a future Board meeting. Janet Archer agreed to circulate the mapping brief to the Board, currently being worked on with the SCIP group. <b>Action to Janet Archer</b>
4.3	<u>Minutes of the Chair’s Committee meeting held on 17 January 2014</u> The minutes of the meeting held on 17 January 2014 were approved as an accurate reflection of the meeting.
<b>5.0</b>	<b>Executive update</b>
5.1	Janet Archer and Iain Munro provided a summary of the Report and

	<p>highlighted the following areas:</p> <ul style="list-style-type: none"> <li>• Communications and media activity around planning and change</li> <li>• Funding Operations – unprecedented level of applications in a short amount of time</li> <li>• Creative Development <ul style="list-style-type: none"> <li>- Creative Place Awards</li> <li>- Glasgow 2014 Cultural Programme</li> <li>- National Strategy for Children and Young People</li> <li>- SCIP</li> </ul> </li> <li>• Finance <ul style="list-style-type: none"> <li>- Estates update</li> </ul> </li> <li>• HR <ul style="list-style-type: none"> <li>- Director of Film and Media update</li> </ul> </li> </ul>
5.2	<p><i>Glasgow 2014 Cultural Programme</i> – it was agreed that a presentation of the Glasgow 2014 Cultural Programme would be provided at the next Board meeting.</p> <p><b>Action to Janet Archer</b></p>
5.3	<p>A discussion ensued with regard to the SCIP Action Plan and Terms of Reference.</p>
5.4	<p>Sir Sandy Crombie asked Board members if they had any external feedback to share with the Executive on the work of the organisation. The following were highlighted:</p> <ul style="list-style-type: none"> <li>• National Theatre of Scotland capital development</li> <li>• Film production in Scotland</li> <li>• Director of Film &amp; Media recruitment</li> </ul>
<b>6.0</b>	<b>Finance</b>
6.1	<p><u>2014-17 budgets</u></p> <p>Ian Stevenson provided a summary of the Report highlighting the dynamics in play, including revised Lottery income projections, a desire to maximise revenue spend in the sector, and the need to minimise operational overheads.</p>
6.1.1	<p>It was highlighted that Janet Archer and Iain Munro are working to simplify and clarify structures, ensuring that Creative Scotland has an appropriate balance of human and other resources to achieve the most efficient and effective operations.</p>
6.1.2	<p><b>The Board agreed with Option 1 to maximise revenue grants as far as possible within reducing resources and to reduce operational overheads over a three year period.</b></p>
6.1.3	<p><i>Waverley Gate space</i> – it was agreed to investigate the option to be released from the lease of the Platform 21 events and office spaces.</p>

	<b>Action to Ian Stevenson</b>
6.1.4	<i>Glasgow Office</i> – a discussion ensued with regard to the Glasgow office. Ian Stevenson agreed to provide plans around the usage of one floor and future options at the next Board meeting. <b>Action to Ian Stevenson</b>
6.1.5	It was noted that Kenneth Fowler is currently working on a communications plan for the publication of the annual plan and budgets. These will be circulated to Board and staff ensuring that there is a clear core briefing for use by all staff and Board. <b>Action to Kenneth Fowler</b>
6.2	<u>2014/15 Foundation Organisations and Annual Clients</u> Ian Stevenson provided an updated Report and summarised the recommendations.
6.2.1	<b>The Board approved the recommendations.</b>
6.3	<u>Management Accounts and Year end Projection</u> Ian Stevenson provided a summary of the Report.
<b>7.0</b>	<b>Creative Scotland Board Committee Structure</b>
7.1	Sir Sandy Crombie provided a summary of the Report regarding the option to update the Committee structure to include a Finance and General Purposes Committee.
7.2	The Board discussed the structure and relationships of existing Committees and what best practice would suggest, membership expertise, and timing of meetings to the annual strategic planning and Board meetings cycle.
7.3	The Board agreed in principle to create a Finance and General Purposes Committee. This would be discussed at the next meeting with regard to its terms of reference and the potential to absorb the functions of the Remuneration & Governance Committee. Barclay Price agreed to input to the report as appropriate.
7.4	It was noted that Board Finance training is scheduled to take place following the conclusion of the Board meeting on 20 March 2014. Ian Stevenson invited Board members to email him with any suggested items of particular interest.
<b>8.0</b>	<b>Capital</b>
8.1	<u>Capital Programme update</u> IM provided a summary of the Report.

8.1.1	<b>The Board noted the Report.</b>
8.2	<u>V&amp;A Dundee Capital Stage 2 Application</u> Gary West left the meeting.
8.2.1	Iain Munro provided a summary of the Report and request for £5m.
8.2.2	The Board discussed the application and recognised the potential strategic significance of the project as an international centre for design.
8.2.3	The request of £5m was recognised as being very significant in the context of limited resources and strong competing priorities but there was a strong expectation of support at that level from the broader partnership, given the Board's agreement in 2011 to consider an application at that level.
8.2.4	Members were keen to understand more about the strategic approach to develop, deliver and sustain a high quality programme of activities in the arts and creative industries and present a strong contemporary offering for the long term.
8.2.5	It was agreed to request further information from the applicant and defer a decision to the next Board meeting.  Gary West rejoined the meeting.
<b>9.0</b>	<b>Performance Management Framework</b>
9.1	Philip Deverell provided a summary of the Report.
9.2	The Board approved the principles on planning and performance management set out in Planning and Performance Management Policy and agreed that the Executive should continue to work with the Audit and Risk Committee to further develop the detail of the performance measures.
9.3	The Board are keen to see the next stage of this process in terms of a set performance indicators set against the outcomes of the Strategic and Annual plans.
<b>10.0</b>	<b>Any Other Business</b>
10.1	<u>Film update</u> Janet Archer provided an update and highlighted the following areas: <ul style="list-style-type: none"> <li>Recruitment for Director of Film and Media is ongoing. The deadline for applications has just closed. Discussion ensued with regard to the recruitment panel and also the Film Review and Strategy after an appointment has been made</li> </ul>

	<ul style="list-style-type: none"> <li>• Creative Scotland continues to engage in positive dialogue with IPS and other sector representatives</li> <li>• Creative Scotland will produce a Film Strategy by end June 2014</li> <li>• Film will be factored into SCIP Creative Industries mapping</li> <li>• We have realigned our film guidelines to match BFI guidelines in the interim period between now and when the Film Strategy is produced</li> <li>• EKOS report on the film studio is currently being reviewed prior to publication</li> <li>• CS is working with IPS, SE and SGov to explore ways of securing new resources through ERDF.</li> <li>• A positive meeting had taken place with Mr John Swinney and Ms Fiona Hyslop to discuss film development in Scotland.</li> <li>• Janet Archer and Caroline Parkinson are currently leading on film until the recruitment of the Director of Film and Media.</li> </ul>
<b>11.0</b>	<b>Date of Next Meeting</b>
11.1	Thursday 20 March 2014, 11.00am-3.00pm followed by Board Finance Training from 3.00pm-4.30pm – MR1, 249 West George Street, Glasgow