MINUTES

Creative Scotland Board Meeting
Thursday 1 August 2013 – 10.00am
City Halls, Candleriggs, Glasgow

Present:

Sir Sandy Crombie (Chair)
Peter Cabrelli
Sandra Gunn
Professor Robin MacPherson
May Miller
Fergus Muir
Barclay Price
Gary West
Ruth Wishart

In attendance:

Janet Archer Chief Executive
Iain Munro Director of Creative Development
Ian Stevenson Interim Director of Finance
Janine Hunt Interim Director of Operations
Alastair Wilson Scottish Government
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 Declarations of Interest

2.1 Apologies
Apologies were received from Steve Grimmond and Richard Scott.

2.2 Declaration of Interest
None.
### 3.0 Previous Minutes and Matters Arising

#### 3.1 Minutes of the Board meeting held on 2 May 2013
The minutes of the meeting held on 2 May 2013 were agreed as an accurate reflection of the meeting.

#### 3.2 Matters Arising
None.

### 4.0 Executive update

#### 4.1 Janet Archer highlighted the following:

#### 4.2 Annual Plan
Creative Scotland’s Annual Plan is being published today.

#### 4.3 Grant Management/assessment issues
It was noted that the Executive are currently designing an intervention policy to deal with future issues. Within which clarity should be provided in relation to Creative Scotland’s engagement with the Board of the organisations that we fund. This will be shared with Creative Scotland’s Board for a high level discussion in relation to corporate governance.

#### 4.4 Trademark dispute
It was noted that this issue had been resolved.

#### 4.5 FOI from Taxpayers Alliance
It was reported that Creative Scotland had provided them with all information requested.

#### 4.6 Website
Creative Scotland’s new website is currently being developed with a view to launching in 2014.

#### 4.7 Creative Scotland Festival Reception
Over 800 invitations had been sent out including Board members. The event is scheduled to take place in Out of the Blue, Edinburgh as this venue can accommodate larger events than Platform 21, Waverley Gate.

#### 4.8 Hi-Arts
It was noted that Hi-Arts had gone into voluntary liquidation.

#### 4.9 Glasgow 2014 Cultural Programme
The Glasgow 2014 Cultural Programme was launched on 16 July 2013. It was highlighted as very special and unique to Scotland.

#### 4.10 Children and Young People’s Art Strategy
Capital thoughts, digital space rather than a building so that young people all around the world could connect. This is a conversation we are going to work up and discuss with Scottish Government.
### 4.11 British Film Institute (BFI) Partnership

It was suggested that Creative Scotland engage and listen to film education sector organisations in Scotland who have expressed concerns about the 'fit' of some BFI initiatives with Scottish needs and existing provision. It was noted that the Film Nation itself is convening a Scottish education advisory body which would be sensible for Creative Scotland to engage with. In the meantime it was suggested that Creative Scotland ascertain what the sector’s concerns are in order that they can advocate on behalf of Scottish stakeholders to BFI and the Film Nation. It was agreed that Janet Archer would meet with Robin Macpherson prior to her meeting the BFI.

**Action:** Janet Archer

### 4.12 Creative Scotland’s Intelligence System

The Board raised a concern in relation to the cost of Creative Scotland’s Intelligence System.

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### 5.0 Estates update

5.1 Janet Archer summarised the process which brought about the Report and recommendations contained within it.

5.2 Ian Stevenson provided an overview of the Report and handed out property brochures for the Board’s perusal.

5.3 A discussion ensued with regard to the proposed recommendation.

5.4 The Board agreed that alternative potential locations for Creative Scotland’s Glasgow office would be sourced for their consideration.

**Action:** Ian Stevenson

5.5 As a contingency, the Board agreed for Ian Stevenson to discuss with the Landlord an extension of the current lease at 249 West George Street, Glasgow and reducing to one floor.

**Action:** Ian Stevenson

5.6 The Board agreed that a sub-group would be created to support the Executive in sourcing alternative premises for the Glasgow office. The following Board members volunteered:

- Ruth Wishart
- Sandra Gunn
- May Miller

5.7 It was noted that if an alternative space was sourced that was significantly outwith the realm of Scottish Government policy, Creative Scotland would be required to provide a Business Case.
### 6.0 Capital update

**6.1** Iain Munro provided an overview of the Report. It was noted that Creative Scotland is approaching the deadline for the next major capital round.

**6.2** The following areas were highlighted for the Board’s attention:

- Two projects have been aborted due to financial circumstances of the respective organisations
- Operating environment - we are seeing much greater challenge for organisations to raise funding
- Under-subscription of the small capital fund
- A Capital Team officer had visited all applicants at their site to offer guidance

**6.3** Board comments:

- Timing of bids – the team are currently reflecting on the possibility of a rolling programme
- Site visits – suggestion of exploring engagement with the Board

### 7.0 Change Action Plan update

**7.1** Janine Hunt provided a summary of the Report.

**7.2** Staff working Group

The Staff Working Group are being utilised as a project development team, obtaining staff input and linking into the Senior Management Team.

**7.3** Skills of staff and decision making

Much of this work has been done and integrated into Creative Scotland’s Intelligence system, including delegated authority levels. Further work in relation to Skills Analysis and Performance Framework is to be completed.

**7.4** Consultative Forums (Board Commitment 3)

It was agreed to change the name of the ‘State of the Nation Conference’. It was proposed that the conference take place bi-annually from 2015. The Board requested that the Communications Strategy be submitted to the next Board meeting for further discussion.

**Action: Kenneth Fowler**

### 8.0 Annual Plan update

**8.1** Janine Hunt advised that the Annual Plan had been launched today.

**8.2** Positive comments had been made with regard to the content of the Plan and the sensible approach of the Board and Chief Executive in a recent
meeting with Ms Fiona Hyslop, Cabinet Secretary.

8.3 It was noted that Performance Planning Framework and KPIs will be discussed at the Audit & Risk Committee scheduled to take place on 22 August 2013.

8.4 A discussion ensued with regard to the rigour and measures of KPIs.

8.5 Sir Sandy Crombie emphasised the need for the Audit & Risk Committee to be robust in their assessment.

8.6 The Board thanked all who had contributed to the production of the Annual Plan.

9.0 **Finance**

9.1 **Budget Management Guidelines**

Ian Stevenson provided a summary of the Report.

9.2 It proposed budget management principles and requested the Board to delegate authority to the Senior Management Team to amend budgets within specified limits.

9.3 Ian Stevenson highlighted the annual nature of budgeting and the changing operational circumstances of the sectors supported which gives cause for the need for flexibility.

9.4 It was recommended that the proposed budget management principles and delegation of authority to change budgets are approved.

9.5 The Board agreed subject to being advised through the Audit & Risk Committee of any changes above 20% of the budget and subject to no objection from the Scottish Government.

9.6 **June Summary Financials**

Ian Stevenson provided a summary of the Report provided for information.

10.0 **Forward Planning**

10.1 Janet Archer and Iain Munro provided a visual presentation to the Board covering the following areas:

- **Strategic Plan**
  - **Who** is it for? Who needs to be involved?
  - **What** is it for? What does it need to contain?
  - **Why** do we need it? Why is it needed?
  - **When** is it needed?
• Strategic Plan Process Steps – timeline from August 2013 to end of March 2014
• Risks

10.2 The following parallel priorities were highlighted:
• Funding programmes
• Revenue funding programme
• Organisational modelling
• Business continuity

10.3 Janet Archer advised that a clear approach to planning and Board involvement will be provided at the next Board meeting in September. A visioning exercise will take place as part of that meeting.

10.4 Comments:
• Acknowledged the Strategic Plan as a huge and necessary piece of work in addition to forthcoming staff changes
• Clarity of funding streams will be key
• By the end of September Scottish Government will know what the proposed draft budget is for 2014/15 and 2015/16
• The presentation provided was a thorough approach and staged sensibly
• It was recommended that the key outputs from the Organisational Sub Group, Open Sessions and Sector Reviews be cross-referenced
• It was proposed that an external reference group be created to assess the process over the next few months

11.0 Board events / shows

11.1 Barclay Price provided a summary of the Report.

11.2 The Board approved the Report.

11.3 Alastair Wilson highlighted that any changes to Board members’ expenses may need to be approved by Scottish Government. Alastair Wilson agreed to consult with Scottish Government colleagues.

**Action:** Alastair Wilson

12.0 Any Other Business

12.1 Dinner Party
Sir Sandy Crombie advised that by way of thanking the CEO recruitment panel and in celebration of the recruitment of Janet Archer, he is aiming to host a dinner (at his expense). The co-ordination of many busy diaries had proved to be a challenge, however this is something that will still be pursued. Sir Sandy Crombie extended the invitation to Board members.

**Action:** Vickie Ambrose
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