

MINUTES

**Board Meeting
30 March 2023
10.00 – 14.00
Creative Scotland Board Room
Waverley Gate**

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
Isabel Davis (ID)	Executive Director (for item 6)
Alastair Evans (AE)	Interim Director Strategy (for item 7)
Ian Stevenson (IS)	Director, Finance (for items 7, 8 and 9)
Clive Gillman (CG)	Director, Creative Industries (for item 9)
Kenneth Fowler (KF)	Director, Communications (for item 10)
Lyndon Jones	Minutes

Before the meeting began, the Board held a minute's silence in memory of former Board member Duncan Hendry, whose funeral had taken place on the 29 March.

1.	Apologies and declarations relevant to the agenda
1.1	<u>Apologies</u>

	There were no apologies. It was noted that SF would need to leave the meeting at 11am.
1.2	<u>Declarations relevant to the agenda</u> There were no declarations that were relevant to the agenda today.
2.	Previous minutes
	The minutes of the meeting 16 February were agreed as an accurate minute of the meeting.
3.	Committee updates
3.1	<u>Agenda – Audit and Risk Committee 23 March</u> Various updates were provided at the meeting, which had the new External Auditors in attendance. The Committee discussed the report on the Review of Corporate Governance which stated that a well-designed structure of good governance was in place, with some small suggested areas of improvement to strengthen the control framework. The internal audit progress report was reviewed and available to all Board members through SharePoint. The revisions to the approach to the Risk Register were welcomed and discussed, with some further refinements requested. The Delegated Authority policy was discussed and is recommended to the Board for approval today. It was also advised that the review of the Gifts and Hospitality policy for staff would be further considered to be in line with the Board policy. Finally, the Register of Interests was discussed with an inclusion of declaring close family members, as per the Code of Conduct. This would be circulated to Board members for completion. The Board noted the change of date of the next A&R Committee meeting to the 13 June.
3.2	<u>Finance and General Purposes Committee minutes – 8 February</u> The meeting had been verbally reported to the Board on the 16 February and the written copy provided for the record today. There were no questions.
3.3	<u>Finance and General Purposes Committee (Planning) agenda – 15 March</u> The Chair provided a verbal update on the meeting, with a focus on planning and budgets for 2023/24, which was presented to the Board today in item 7. The Committee members had expressed their concern over the current approach by the Scottish Government regarding the budget approval process and release of funds. The discussion focused on the challenge for the Committee to agree a budget when there remained considerable uncertainty and risk to the CS Budget allocation from the Scottish Government. The Committee agreed that the Annual Plan should explain that context, should budgets not be fully available. An additional agenda discussion for the Committee was an update and review of the Creative Scotland Smarter Working approach and suggested that process be accelerated further to help with managing changing business needs.
3.4	<u>Finance and General Purposes Committee – Annual Report 2021/22</u>

	The Board noted the Committee's Annual Report.
3.5	<u>Screen Committee minutes – 16 December 2022</u> The Minutes had previously been verbally reported at the Board meeting on the 16 February, with the written copy provided for the record today. There were no further questions.
3.6	<u>Screen Committee agenda – 7 March</u> The Committee reviewed the Risk Register, noting the budgetary issues would have an impact on projects. The future of the Film Festival was discussed, the Chair updated the Board on the round table event that had taken place on the 29 March with a variety of Screen professionals on the approach of the festival for 2024 onwards. Formulating the start of the approach could see ScSc taking the lead on building the initial approach to a governance structure. This would be discussed further internally.
3.7	<u>Screen Committee Annual Report – 2021/22</u> The report was shared with the Board for information.
4.	Board Terms of Reference review
	The Board were asked to review, discuss and approve the Board Terms of Reference. The Board suggested that the purpose section of the Terms of Reference could also incorporate the functions of the founding and National Lottery acts into the document, to make them more explicit. In addition, there was also a request for reference to be made to the sustainability plan. It was agreed that these amends, once included, would return to the Board for final approval.
5.	Chief Executive Report
	The report was reviewed by the Board. Discussion focussed on the budget settlement and ensuring the risks were well understood by Scottish Government and managed appropriately. New political leadership reinforces the opportunity for strong advocacy for culture and creativity. Referencing the UK Government award to the Festivals, the Board wished to understand the dynamic between UK Gov, SG, Local Authorities and CS in the light of the news. (SF left the meeting) The Board discussed the recent correspondence from the Cabinet Secretary regarding the CS position on the use of National Lottery reserves and reiterated the need to manage risks on SG budgets for 2023/24 onwards, as well as transition funds to support delivery of the Multiyear programme. CS is working to a balanced budget with GiA and NL resources (including reserves) fully allocated. It was noted that through the Audit and Risk Committee, Audit Scotland continues to seek a five-year financial plan for GiA and National Lottery funding, which is impossible to produce with any confidence because of the Scottish Government annual budget cycle and ongoing risks.

	<p>Reviewing the item on Crowd Funding within the report, the Board discussed how complimentary funding could be used as additional avenues of support, where the Creative Industries were doing good work to promote new models.</p> <p>IM highlighted the latest RFO Survey and Audience Intentions Survey, with CS reviewing the results before publication. A request for a CS submission to the COVID 19 Enquiry has been received and being actioned. Finally, public sector reform continues to move up the SG agenda and Board will be kept informed.</p> <p>The Board thanked IM for his report.</p>
6.	Screen Scotland Report
	<p>ID joined for this agenda item.</p> <p>ID noted the current Scottish Government budget issues and concerns about risks to continued growth and success. The weekend prior to the Board meeting, our Screen Commission, with the British Screen Commission, had hosted a visit from a group of US Production Executives to promote Scotland's screen offer.</p> <p>ID noted that the recent Glasgow Film Festival had been a considerable success and the first complete in-person offer since 2020. The work on EIFF 2023 continued, and separately, ScSc would be facilitating next steps for 2024 onwards.</p> <p>Responding to a question from the Board on the value of the Screen sector in Scotland, an update to the Saffrey Champness evaluation report was in preparation for publication in the summer. A refreshed strategy was also under development for publication this year, which would identify the need for sustained appropriate levels of resources, skills development and infrastructure as key to enabling continued growth and success.</p> <p>ID was thanked for her report.</p>
7.	Annual Plan and Budget
	<p>AE and IS joined for this agenda item.</p> <p>The Board initially looked at the budget details, noting the caveats around confirmation of Scottish Government funding and the need to signal that in published documents like the Annual Plan. It was noted that there are still some Accountable Officer templates going through the approval process at SG which might require some further adjustments to the budget figures presented. The Board went on to discuss the context on availability of funding for RFO's to enable the planned April payment.</p> <p>Discussing the CS approach to the use of National Lottery Reserves, the Board supported the approach to use as part of the transition to multi-year funding, and also agreed that any risk arising from the current budgetary position with the Scottish Government, where the budget 2023/24 is not fully and finally settled, the reserves would be a tool to help manage any changes arising in-year. The Board reviewed the transparency around the approach in using reserves and when they would appear from an accounting perspective. It was clarified that the Board is not</p>

	<p>being requested to make a decision on the allocation of reserves in 2023/24 at this point.</p> <p>Turning to the Annual Plan, which incorporated comments and feedback from the F&GP Committee detailed review, there was a discussion on the Monitoring and Evaluation Framework to ensure it captures more detailed data. Using national statistics would also provide a useful measure.</p> <p>The Board agreed to approve the Annual Plan and the budget.</p>
8.	Delegated Authority and Budget Control Guidelines
	<p>IS remained for this item.</p> <p>The report had been reviewed at the Audit and Risk Committee and was presented to the Board for agreement. Minor amends had been included to reflect the National Lottery Extended Programme Fund, and the role of the Executive Director, Operations in approvals processes.</p> <p>The Board were content to approve the guidelines.</p>
9.	Multi-Year Funding update
	<p>CG joined for this agenda item.</p> <p>The paper provided the Board with the current position regarding the next stages and CG invited questions from the Board. Looking at the approach to assessment, it was questioned if there would be Quality Assurance controls in place. It was confirmed that controls would be in place to ensure consistency in approach and overall quality. Staff training and support was part of this process. Also discussed was the timing of the applications, with the communications of deadlines providing applicants with the ability to understand how applying for the Extended Programme Fund, allowing up to two years support, dovetailed into the Multi-Year approach.</p> <p>There would be further discussions with the Board Sub-Group on aspects of the detailed process design, and further sector communication update is being prepared for April.</p>
10.	MSP survey
	<p>KF joined for this agenda item.</p> <p>The annual IPSOS survey results, which invited all MSPs to respond on familiarity, favourability and advocacy of CS was shared with the Board. The survey signalled that the value of culture is important to MSP's. The Board discussed the fluctuation in ratings of CS over the past five years, noting they tended to coincide with major announcements from CS. The researchers mapped results against other organisations and the Board discussed how adaptations would lead to changes in the overall results. It was requested that understanding the relationship with other organisations regarding the positioning of CS would be helpful context for the Board. The Communications Team are reviewing approaches and, signalled out of the survey is a request for more direct and face to face meetings and gatherings</p>

	<p>with MSP's, looking at an Engagement Plan for the coming year, such as showcase events.</p> <p>KF confirmed that the process of updating information briefing packs for staff and the Board, to help build CS profile and engagement, was underway.</p>
11.	Any other business
	<p>It was requested that the Board should receive detailed updates from all areas during the year, not just the Screen Scotland report as had been previously requested at that part of the agenda.</p> <p>It was agreed that topics would be considered for the Board strategy day later in the year.</p>
12.	Date of Next meeting
	<p>The next meeting will be held on the 25 May.</p> <p>Building on the ambition to hold the Board meeting in different locations, it was proposed that the meeting could potentially be held at a venue in Glasgow. That option would be explored with more information to follow.</p>
	Cyber Security Training Session
	<p>Following the meeting the Board were given a presentation and question and answer session on cyber security.</p>

Rebecca Wilson