

## MINUTES

### Creative Scotland Board Meeting Thursday 4 December 2014 – 11.00am-3.00pm Boardroom, Waverley Gate, Edinburgh

#### Present:

Sir Sandy Crombie (Chair)  
Sandra Gunn  
Steve Grimmond  
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
Kenneth Fowler	Director of Communications
Ian Stevenson	Director of Finance
Aileen McKechnie	Director of Culture & Heritage, SGov
Vickie Ambrose	Senior PA

<b>1.0</b>	<b>Private Session</b>
1.1	A discussion took place with regard to the business of Creative Scotland.
<b>2.0</b>	<b>Apologies and Declaration of Interests</b>
2.1	<u>Apologies</u> None.
2.2	<u>Declaration of Interest</u> No declarations of interests were made.
<b>3.0</b>	<b>Previous Minutes and Matters Arising</b>
3.1	<u>Minutes of the Board meeting – 25 September 2014</u>

	The minutes of the meeting held on 25 September 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 Audit &amp; Risk Committee meeting – 22 July 2014</u> The minutes of the meeting held on 22 July 2014 were noted.
3.4	<u>Minutes of the Finance &amp; General Purposes Committee – 2 September 2014</u> The minutes of the meeting held on 2 September 2014 were noted.
<b>4.0</b>	<b>Executive update including 2014/15 Annual Plan Progress Report</b>
4.1	Janet Archer provided a summary of the report and highlighted the following areas:
4.2	<u>Annual Plan 2014/15 progress update</u> Good progress across all activities was noted. A discussion took place regarding the development of a Scots Language Policy - a reference group will be created to take this forward.
4.3	It was requested that future Annual Plan updates include progress on outcomes as well as the delivery of activities. <b>Action to Janet Archer</b>
4.4	<u>Arts update</u> The Board congratulated the Arts team for their hard work in continuing to delivering so comprehensively in support of the sector.
4.5	<u>Glasgow 2014 Cultural Programme</u> The evaluation of the Cultural Programme (jointly commissioned with Glasgow Life) is underway and is due to report between December 2014 and March 2105.
4.6	It was noted that Janet Archer and Bridget McConnell, Glasgow Life will make a presentation of learning from the 2014 Cultural Programme at a conference in London in January 2015.
4.7	<u>Place Partnerships</u> It was noted that Creative Scotland has Place Partnerships in nearly half of Scotland’s Local Authority areas, aiming to grow this across all Local Authority areas over the next three years. It was noted that Janet Archer is aiming to meet with Local Authority CEOs over the course of the next year to discuss how Creative Scotland can engage with them at a strategic and policy level.
4.8	<u>Creative Place Awards</u> It was noted that the awards for 2015 have been adjusted and refined

	<p>based on learning and feedback from previous years. Creative Scotland is very keen to ensure the reach of the Creative Place Awards is spread far and wide, encouraging high quality submissions from all communities. The awards are being promoted in Gaelic as well as English to reach as many communities as possible.</p>
4.9	It was reported that the potential for external sponsorship will be explored for future years.
4.10	<p><u>NDPB Non-Executive Directors event</u> Robin MacPherson attended the event on behalf of Creative Scotland.</p>
4.11	<p><u>Creative Industries</u> It was noted that Janet Archer has been appointed to join the Creative Industries Council by Ed Vaizey, UK Minister of State for Culture and the Digital Economy.</p>
4.12	<p><u>Cabinet Secretary</u> The confirmation of Fiona Hyslop as Cabinet Secretary for Culture, Europe and External Affairs in the new Cabinet was warmly welcomed.</p>
4.13	<p><u>Public Sector Reform</u> It was noted that the Scottish Government has re-stated its commitment to public sector reform. Creative Scotland continues to take part in forums to explore how collaborate with other NDPBs by exploring options for shared services where appropriate.</p>
4.14	The Board noted the report.
<b>5.0</b>	<b>Regular Funding Organisations (RFO) update</b>
5.1	<p>Kenneth Fowler provided a presentation of the review of the RFO Announcement and the following areas were highlighted:</p> <ul style="list-style-type: none"> <li>• Balanced coverage across the media</li> <li>• Continued engagement with RFOs</li> <li>• Impressive staff dedication</li> </ul>
5.2	It was noted that a review of the RFO process will take place and a report will be provided at the next Board meeting.
5.3	It was reported that a discussion had taken place in relation to Open Project Funding at the recent Finance & General Purposes Committee.
<b>6.0</b>	<b>2013/14 Annual Review and Board Action Plan for Change</b>
6.1	Janet Archer provided a summary of the paper.
6.2	Board members were invited to provide any comments to Iain Munro.

6.3	It was noted that publication will take place week commencing 15 December 2014.
<b>7.0</b>	<b>HR</b>
7.1	<u>People Strategy update</u> Karen Lannigan joined the meeting and provided a summary of the paper.
7.2	<u>People Strategy Project Plan</u> It was reported that the People Strategy Project Plan is an internal working document for the HR team and Senior Leadership Team and covers each of the 8 priorities within the People Strategy as follows:  Priority 1 Creative Scotland Structure Review Priority 2 Training and Skills Development Priority 3 Developing Leadership and Management Capability Priority 4 Effective People Management Priority 5 Employee Wellbeing Priority 6 Internal Communications Priority 7 Estates Strategy Priority 8 Systems and Process
7.3	The Board agreed it was encouraging to see so much progressing to timescale.
7.4	<u>HR Half Year Statistics</u> Karen Lannigan provided a summary of the paper and the following areas were highlighted:  <ul style="list-style-type: none"> <li>• Absence rates</li> <li>• Staff wellbeing</li> <li>• Employee engagement survey – mechanisms for staff to express themselves</li> <li>• Volume of workloads</li> <li>• Staff working group</li> </ul>
<b>8.0</b>	<b>15/16 Budget Planning</b>
8.1	Ian Stevenson provided a summary of the paper.
8.2	The following areas were highlighted:  <ul style="list-style-type: none"> <li>• Targeted funding</li> <li>• Operating costs</li> </ul>
8.3	Ian Stevenson agreed to review the increase in targeted funding in 14/15 and 16/17 and Open Project funding.

	<b>Action to Ian Stevenson</b>
8.4	It was noted that applications being received are manageable within the budgets that have been set.
8.5	A discussion took place regarding the level of income over three years and core SGov grant income.
<b>9.0</b>	<b>Risk Register and Action Plan</b>
9.1	Ian Stevenson provided an update on the current risk register.
9.2	The following areas of discussion were highlighted in relation to the Action Plan: <ul style="list-style-type: none"> <li>• 1.2 - a discussion ensued with regard to the outcome of this risk and relationship with SGov</li> <li>• 1.4 – risk level to reflect the 10 year lifetime of the strategy</li> </ul>
9.3	It was agreed that the Audit & Risk Committee would further reflect on the above areas in their next meeting. <b>Action to Steve Grimmond</b>
<b>10.0</b>	<b>Film &amp; Media update</b>
10.1	Natalie Usher joined the meeting and provided a summary of the report.
10.2	The following areas of discussion were highlighted: <ul style="list-style-type: none"> <li>• Film Strategy 2014-17</li> <li>• Regular funding</li> <li>• Financial Transactions</li> <li>• Skills / Sector Development Fund <ul style="list-style-type: none"> <li>- Application process</li> <li>- Publication of the Skills Investment Plan</li> </ul> </li> <li>• Studio – a discussion ensued with regard to Creative Scotland investment and private sector support</li> <li>• Equalities Review</li> </ul>
<b>11.0</b>	<b>Creative Industries update (with Tom Fleming)</b>
11.1	Philip Deverell, Tom Fleming and Leonie Bell joined the meeting.
11.2	A summary of the report was presented: <ul style="list-style-type: none"> <li>• Scotland’s Creative Industries Partnership (SCIP)</li> </ul>

11.3	<ul style="list-style-type: none"> <li>• Creative Industries Strategy <ul style="list-style-type: none"> <li>- Role of Creative Scotland</li> <li>- Creative Industries Workshops – Edinburgh and Dundee</li> <li>- Developing entrepreneurships</li> <li>- Creative cities and networks/hubs</li> <li>- Creative markets – goods/services – Scotland’s talent pool</li> <li>- Relationship building/collaboration</li> <li>- Creative connectors future proofing the Scottish Creative Industries</li> </ul> </li> <li>• Growth/innovation</li> </ul> <p>The following areas of discussion were highlighted:</p> <ul style="list-style-type: none"> <li>• Creative Industries leaders/representatives – engagement</li> <li>• Communication with industry groups</li> <li>• Definition of creative industries</li> </ul>
<b>12.0</b>	<b>Time to Shine – update with representatives of Youth Arts Voice Scotland</b>
12.1	Joan Parr and representatives of Youth Arts Voice joined the meeting.
12.2	A summary of the paper was provided and each of the representatives introduced themselves to the Board.
12.3	<p>The representatives highlighted the following reasons and aims for applying to be part of Scotland’s pioneering National Youth Arts Advisory Group:</p> <ul style="list-style-type: none"> <li>• To support and inspire young people throughout their creative journey</li> <li>• Arts to be seen as ‘cooler’ and reduce the social stigma</li> <li>• Young people being taken seriously in and out-with education</li> <li>• Connecting young people with niches in the arts and encouraging them to create their own communities</li> <li>• Become arts ambassadors</li> <li>• Inspiration from the Edinburgh Fringe</li> <li>• Arts can encourage commitment and confidence</li> <li>• Develop curiosity</li> </ul>
12.4	The group have found themselves entering into new communities as a result of their work with the National Youth Arts Advisory Group.
12.5	<p>The following three types of young people were highlighted:</p> <ul style="list-style-type: none"> <li>• Arts-active – already on their journey to pursuing a creative career</li> <li>• Arts-interested young people – already introduced to the arts but need to be offered a range of opportunities</li> <li>• Non-active – have not been introduced to the arts and would</li> </ul>

	benefit
12.6	It was noted that planning is underway for an International Youth Arts Conference in 2016.
12.7	A discussion ensued with regard to obscurer arts areas. It was suggested that young people could approach an organisation to arrange an open afternoon to meet and gain knowledge of respective professions.
12.8	A discussion took place regarding Scottish and English Fine Arts examinations and levels of essay writing.
12.9	The Board thanked the Youth Arts Voice Scotland representatives for their input and asked that they keep in touch to provide progress updates.
<b>13.0</b>	<b>Any Other Business</b>
13.1	<p><u>New Cabinet</u> The following three emerging priorities were reported from the new Cabinet:</p> <ul style="list-style-type: none"> <li>• Investment and delivery of outcomes</li> <li>• Refreshed focus on equalities and poverty</li> <li>• Chair’s appointment update</li> </ul>
13.2	<p><u>Farewell</u> Sir Sandy Crombie thanked Board members for their hard work and dedicated service to an important organisation in the arts world. Scottish Government has played a strong role in supporting the arts in difficult economic times. Sir Sandy Crombie would like to thank the staff of Creative Scotland for all their hard work. The arts, screen and creative industries benefit from Creative Scotland’s governance.</p>
<b>14.0</b>	<b>Date of Next Meeting</b>
14.1	1.00pm, 5 February 2015 – Boardroom, Waverley Gate, Edinburgh