

## MINUTES

### Creative Scotland Board Meeting Tuesday 3 June 2014 – 11.00am Yellow 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

#### 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
Liz Humphreys	Deputy Director of Culture & Historic Environment, Scottish Government
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> Apologies were received from Ruth Wishart.
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 held on 20 March 2014</u> The minutes of the meeting held on 20 March 2014 were approved as an

	accurate record of the meeting.
3.2	<p><u>Matters arising and action points</u> It was agreed that the draft Creative Industries Mapping exercise would be circulated to the Board prior to the SCIP meeting next week. <b>Action to Janet Archer</b></p>
3.3	<p><u>Minutes of Audit &amp; Risk Committee – 27 March 2014</u> The minutes of the meeting held on 27 March 2014 were noted as an accurate record of the meeting.</p>
3.4	<p><i>Matters arising</i> It was noted that considerable progress had been made in relation to the Performance Management Framework and that no significant concerns had been raised from the Auditors.</p>
3.5	It was highlighted that a discussion had taken place regarding concerns of the capacity of the organisation and resource pressures in respect of fulfilling Creative Scotland commitments.
3.6	<i>Annual Plan</i> – useful feedback had been received in relation to the performance management section of the draft Annual Plan and targets have now been added after discussion with the Scottish Government. An electronic version of the draft Annual Plan had been made available for the Board’s perusal and this had also been sent to Scottish Government for final review. It was noted that the publication date is 12 June 2014.
3.7	<i>KPIs</i> – it was highlighted that 5 KPIs contribute toward national measures. Creative Scotland will continue to build a sophisticated set of quantitative and qualitative measures. These will include a list of activities to be delivered that can be reported against.
3.8	<i>Risk Register</i> – it was acknowledged that the Risk Register was a good piece of work and would be provided to the Board for update purposes.
3.9	<p><u>Minutes of Finance &amp; General Purposes Committee – 28 April 2014</u> The minutes of the meeting held on 28 April 2014 were noted as an accurate record of the meeting.</p>
3.10	<i>HR Statistics</i> – it was agreed that HR Statistics would be provided to the Board on a regular basis.
3.11	<p><u>Matters Arising</u> None.</p>
<b>4.0</b>	<b>Executive update</b>
4.1	<p><u>Creative Development</u> The Creative Development team are working hard running a number of interim funding programmes and undertaking Regular Funding assessment over the summer, in addition to being involved in the</p>

	Glasgow 2014 Cultural Programme.
4.2	It was noted that Personal Development Review meetings have been taking place with all staff. In some cases, this has involved the implementation of a series of line management changes to support specialism team working.
4.3	<i>Literature Sector Review</i> – it was noted that we will be recruiting external support to assist with this review.
4.4	<i>Glasgow 2014 Cultural Programme</i> – Vickie Ambrose agreed to provide Board Members with a printed copy of the Cultural Programme. <b>Action to Vickie Ambrose</b>
4.5	<i>Youth Arts Hubs</i> - a discussion took place with regard to the quality and geographic spread of the applications received. 18 Hubs have been awarded funding. It was noted that more Hubs could have been funded had there been a larger budget.
4.6	<i>Youth Music Initiative (YMI)</i> – the 2014/15 YMI was made possible thanks to £10m support from Scottish Government and has now entered its 12 <sup>th</sup> year. It was noted that £8m of the funding will be allocated to Scottish Local Authorities to deliver music making activities primarily in schools starting in August 2015. The Board recognised the longstanding success of the programme and would welcome a fuller briefing at a future meeting. <b>Action to Janet Archer</b>
4.7	<i>Artists Bursaries</i> – it was noted that demand continues to be exceptionally high and is not sustainable in its current form given application volumes, intensity of resource levels needed and limited funding. Janet Archer agreed to provide the Board with the evaluation of this programme once it has been completed. <b>Action to Janet Archer</b>
4.8	<i>Film</i> – the draft Film & Media Strategy is being developed from the Film Sector Review. Vickie Ambrose agreed to arrange for Board Members Robin MacPherson, May Miller and Richard Scott to meet with Natalie Usher, Director of Film & Media to provide input to the Strategy w/c 16 June 2014. It was noted that Natalie Usher is scheduled to meet with Scottish Government later this week as part of her induction. <b>Action to Vickie Ambrose</b>
4.9	<i>Film Studio</i> –the Film Delivery Group will discuss the tender returns and next steps at the next meeting.
4.10	<i>Capital</i> – a detailed summary of this item was provided. A discussion took place in regard to likely Stage 2 capital applications from successful Round 1 applicants. .

4.11	<p><u>Estates update</u>  <i>Waverley Gate, Edinburgh</i> – options for alternative use of the events space are being considered.</p>
4.12	<p><i>249 West George Street, Glasgow</i> – reconfigured office space arrangements are in place.</p>
4.13	<p><u>Funding Operations update</u>  <i>Regular funding</i> – A staff support and training programme has been put in place to ensure quality and consistency of delivery. We will share applicants’ own assessments with them on request. We anticipate that these will be requested in the event that applicants are unsuccessful or are not awarded the full amount that they have applied for. It was agreed to brief the Board again in detail on the assessment and decision making process to ensure effective decision making in October.  <b>Action to Iain Munro</b></p>
4.14	<p><i>Programme Deadlines and Decision Notifications</i> – it was noted that application decisions are publicised on Creative Scotland’s website for successful applicants.</p>
4.15	<p><u>HR &amp; Office Services update</u></p>
4.16	<p>The following areas were discussed:</p> <ul style="list-style-type: none"> <li>• Leavers statistics</li> <li>• Sickness absence statistics – comparison data against other NDPBs</li> <li>• Annual staff survey – is to be introduced</li> </ul>
4.17	<p><u>Communications update</u></p>
4.18	<p><i>Information sessions</i> – these have been positively received.</p>
4.19	<p><i>Westminster Media Forum Seminar, 17 July 2014</i> – it was noted that Janet Archer has been invited to speak at this event and Janet agreed to provide Robin MacPherson, May Miller and Richard Scott a copy of her speech material.  <b>Action to Janet Archer</b></p>
<b>5.0</b>	<p><b>IT system - Phase 2</b></p>
5.1	<p>Gerard Kelly and Gordon Barnes joined the meeting and provided a presentation of this item.</p>
5.2	<p>Business needs and development options were presented and discussed, particularly with a view to online applications, effective CRM system and end-to-end business processes.</p>
5.3	<p>The Board noted the options and referred the final decision to the Executive.</p>

<b>6.0</b>	<b>Creative Industries update</b>
6.1	<p>Caroline Parkinson provided a presentation and the Board discussed the following areas:</p> <ul style="list-style-type: none"> <li>• Department of Culture, Media &amp; Sport (DCMS) definition</li> <li>• Scottish creative industries definition</li> <li>• Scale of Scotland’s creative industries</li> <li>• Creative economy and growth</li> <li>• Creative Scotland’s role in the creative industries</li> <li>• Research and strategy development</li> <li>• Partners and funding</li> <li>• Scotland’s Creative Industries Partnership (SCIP) – past and future approaches</li> <li>• The Creative eco-System</li> </ul>
6.2	The discussion was considered helpful and would be revisited in the development of the Creative Industries Strategy later this year.
<b>7.0</b>	<b>People Strategy</b>
7.1	Janet Archer provided a summary of the report.
7.2	It was acknowledged that the paper was comprehensive and clear and the strategy implementation will be monitored by the Finance & General Purposes Committee, with regular updates to the Board. Board members were invited to provide any comments to the Committee.
<b>8.0</b>	<b>Stakeholder Survey Results – TNS presentation</b>
8.1	<p>Maggie Page, CS Research Officer, and Duncan Stewart of TNS joined the meeting and provided a presentation of results from a Stakeholder Survey covering the following:</p> <ul style="list-style-type: none"> <li>• Overall objectives of the study</li> <li>• Key findings from the population survey</li> <li>• Key findings from the stakeholder survey</li> <li>• Understanding Creative Scotland’s role</li> <li>• Rating of Creative Scotland’s activity</li> <li>• Trust in Creative Scotland</li> <li>• Corporate reputation – TRI*M index</li> <li>• Information sources for Creative Scotland activity</li> <li>• Communicating with Creative Scotland</li> <li>• Views on Creative Scotland communications</li> </ul>
8.2	It was noted that the most recent survey was undertaken in March 2014, immediately prior to the publication of the 10 year Plan. The next

8.3	<p>survey in October 2014 would be valuable to see any movements as a result of the new 10 year plan and funding approach.</p> <p>The Board understood the value of the survey but wished to have a better understanding of the use of the results. The Executive explained that the results inform the development, refinement and improvement of business processes and services, inform operational decisions, improve communications and are part of the mechanism to capture data for annual performance management reporting.</p>
<b>9.0</b>	<b>Any Other Business</b>
9.1	<p><u>Registration of Interests Form</u> Board members were reminded to complete and return these to Ian Stevenson.</p>
<b>10.0</b>	<b>Date of Next Meeting</b>
10.1	Thursday 25 September 2014 – Dundee, venue tbc