

MINUTES

**Board Meeting
20 July 2023
10.00 – 14.00**

Hilton Hotel, North Bridge and via Teams

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
Carol Main (CM)	Board Member
Sarah Munro (SM)	Board Member
Elizabeth Partyka (EP)	Board Member
David Strachan (DS)	Board Member

Apologies:

Philip Long (PL)	Board Member
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In Attendance:

Iain Munro (IM)	Chief Executive
Anne Langley (AL)	Executive Director, Operations (for items 5, 6 & 7)
Clive Gillman (CG)	Director, Creative Industries (for item 5)
Lyndon Jones (LJ)	Notes

1.	Apologies and declarations relevant to the agenda
1.1	Apologies were noted from Philip Long.
1.2	<u>Declarations relevant to the agenda</u> CM declared an interest relevant to item 8 and would absent herself from the meeting.
2.	Previous minutes

2.1	<p>With a small amendment to the wording in item 7, the minutes were approved as an accurate record of the meeting.</p> <p>Board recruitment had been concluded and final due diligence was underway with the Scottish Government. Once concluded, an announcement would be made with positions commencing from August.</p>
3.	Committee updates
3.1	<p>Audit and Risk Committee minutes – 13 June 2023.</p> <p>The minutes were an accurate record of the meeting and the Chair wished to add that he had held his meeting with the Executive to provide feedback following his annual private session with the Internal Auditors. There were no questions from the Board.</p>
3.2	<p>Finance and General Purposes Committee minutes – 19 April 2023.</p> <p>The minutes had been formally reported at the May Board meeting and there were no questions.</p>
3.3	<p>Finance and General Purposes Committee agenda – 5 July 2023.</p> <p>The Committee has reviewed their Terms of Reference to incorporate their additional responsibilities for Environmental Sustainability and Fair Work. As the Committee remit is increasing, the Chair suggested consideration of future approach to meetings.</p> <p>General items covered in the meeting included the review of the Management Accounts, with the Committee noting the conditions that are now attached to all SG budgets on appropriateness, reform and efficiency. There was a full update on the Estates strategy and the various options under consideration. Updates also came from the leads of EDI and Environmental Sustainability.</p> <p>The Chair also commented that the update to the office technology, across both offices, which allow a simpler approach to connectivity for meetings was a great improvement. As part of the discussion, the Committee looked at the Health and Safety procedural information for using the Lighthouse Building. External support was being provided and discussion on compliance was continuing with Glasgow City Council. Further updates will be brought to future meetings.</p>
3.4	<p>Screen Committee minutes 27 June.</p> <p>The Committee discussed the various impacts faced by the Screen sector in the form of strike action, budget pressures and international competition. These were reflected in the Screen Scotland Risk Register. Also discussed was the impact of subsidy control measures, which now included legal advice and partner agencies on best approach. An update to the Economic Value report is still being reviewed and will be published soon. The tender for the Screen Scotland Legal Services has been concluded, with Lee and Thompson the successful specialist. The Screen Scotland strategy continues in development, with a meeting of the Screen Committee scheduled for August to discuss it.</p> <p>An update on the current position regarding the legacy of CMI was discussed, including the successful appointment of a Chair of the Edinburgh International Film Festival.</p>

4.	Chief Executive Report
	<p>Continuing the discussion of the approach Creative Scotland was taking to monitor and support organisations facing financial challenges, the development of an internal play book, using learnings from the CMI situation, has been created. This supports staff at Creative Scotland how to interact with and help organisations to minimise the issue they are facing. The approach had been discussed and approved by the Finance and General Purposes Committee and would be recirculated to Board members for information. Also, a discussion around developing a statement to be included on the Creative Scotland website on our approach, is being discussed internally.</p> <p>This stimulated a discussion on the approach taken by the different art forms within Creative Scotland and the complexity this involves. The approach to Multi Year funding would help with a full understanding of the overall strategic picture. It was also noted that Board reports and rotating attendance at Board meetings from the executive leadership would enable more detailed opportunities for discussion on sector strategic risks and opportunities.</p> <p>The Board discussed the continuation of budgetary pressures, possible scenarios and potential approaches. More information would be provided once the Autumn Budget Revision had been announced, with the Board needing to be strategically ready should there be the possibility of an in-year budget cut, as the Scottish Government was indicating it was revisiting the overall budget position. Internally, the Executive team are reviewing tactical options. Useful independent reports were reinforcing the current fragile picture of the cultural sector, such as the recent SPICe report, alongside the submissions being made to the CEEAC Committee. The Board reiterated its position on the allocation of National Lottery reserves to support transition funding.</p> <p>The forthcoming festival season in Edinburgh would provide the environment to be able to share the positive value of culture and highlight the need for sustained resources.</p>
5.	Multi Year Funding
	<p>AL and CG joined for this agenda item.</p> <p>Following substantial reviews internally, and feedback from the Board Sub Committee, along with a review at the Finance and General Purposes Committee; the Board were asked to review and provide sign off of the final draft of the fund Guidelines in order to go live on the 26 July 2023. The Board reviewed the draft and made some minor suggestions to help aid transparency and clarity.</p> <p>Additionally, regarding transition support and the earlier conversation on the budget position, it was suggested the funding challenges could be made more explicit. It was noted that through communication channels and the external engagement sessions, this message was being conveyed clearly also.</p> <p>The Board discussed the importance of the data the process would provide and how it will help inform decision making. The intention to apply stage would give the very first indications of demand.</p>

	The guidelines were approved by the Board and thanks were extended to the Board Sub Committee and the internal team for work undertaken to get to this point.
6.	Charitable Status
	<p>AL remained for this item and the remainder of the meeting.</p> <p>The purpose of the paper was to provide the Board with the information needed to decide if Creative Scotland should be applying for charitable status. The paper had been reviewed by the Audit and Risk Committee and agreed with the recommendation that whilst there are potential benefits, they would be far outweighed by the extensive work needed to undertake the process, including Parliamentary approval.</p> <p>The Board were grateful for the detail in the paper and agreed with the decision not to proceed.</p>
7.	Risk Register and Heat map
	<p>Working with the Audit and Risk Committee, the extensive improvements to the Risk Register process were brought to the Board, with a specific request for the Board to understand the risks around budget, National Lottery reserves and Multi Year Funding. The paper brought these risks to the Board along with a heat map to aid analysis. The Board discussed the range of risks and the process to populate the register and escalate the most important risks. asked what approach would be used to bring to their attention, new and urgent risks.</p> <p>It was asked if there could be an approach built into the Operations Dashboard that provided ongoing assurance to the Board that the range of Risk Registers are being managed by the Leadership, and also to provide an idea of the range of risks that sit outside the corporate risk register. It was agreed that this would be taken away and reviewed and an approach brought back for consideration.</p> <p>AL was thanked for her update and approach.</p>
8.	YMI Grant Awards
	<p>YMI Formula Fund Awards to Glasgow City Council of £540,644 and Aberdeenshire Council of £527,836 for programme activity that will take place during the 2023/24 academic year were presented to the Board for approval. The approach was consistent with previous years, the applications assessed positively and recommended for approval.</p> <p>The Board were content to approve the awards.</p>
9.	Any other business
	The Chair wished to extend his thanks to both DB and SM for their time on the Board and wished them well for the future. It was also noted that Amanda Catto, Head of Visual Arts at Creative Scotland had tendered her resignation to take early retirement. The Board noted the enormous contribution Amanda has made to the

	visual arts in Scotland over her 33 years of service. Work on recruiting a replacement would begin.
10.	<p>Dates of next meeting;</p> <p>Wednesday 27 September 2023 10.00 – 14.00 Creative Scotland Board Room, Waverley Gate.</p> <p>Thursday 28 September 2023 All day Board Strategy Day Edinburgh location to be confirmed.</p> <p>It was noted that it was being arranged for the Cabinet Secretary to attend the September Board meeting to discuss the Scottish Government’s vision for culture and what the expectations are of Creative Scotland. The Strategy Day would be an opportunity for blue sky thinking and details would be worked through and shared with the Board.</p> <p>It was also noted that the cycle of Board meetings in the early part of 2024 would need to be reviewed in light of the Multi Year timetable. Further details would be brought back to the Board.</p>

Rebecca Wilson

APPROVED