



Scottish **Arts** Council

S/C05m5
Confidential

Council
Minutes of Meeting Held on 25 October 2005
Empire Rooms, Edinburgh Festival Theatre

Present:

Richard Holloway	Chairman
Joanna Baker	
Steve Grimmond	
Roy McEwan	
James McSharry	
Annie Marrs (from item 3)	
John Mulgrew	
Rab Noakes	
Ben Twist	
Jennifer Waterton	

Staff In Attendance

Graham Berry	Chief Executive
Jim Tough	Deputy Chief Executive/Director of Arts
Pat Hymers	Executive Manager
Amanda Catto	Head of Visual Arts
Anita Clark	Head of Dance
Graeme Cumming	Interim Director of Finance
Iain Munro	Head of Capital
David Taylor	Head of Drama
Ian Smith	Head of Music
Michelle Jordan	Senior Communications Officer
Carol Warner	Arts Development
Irene Watson	PA to Chief Executive (Minutes)

1. Apologies of Absence and Declaration of Interest

- 1.1 Apologies for absence were received from Arthur Cormack, Bob Downes, Jane Jeffrey and Jennifer Hawksworth.
- 1.2 Joanna Baker and Roy McEwan declared an interest in relation to the national companies (paper S/C05m5p4) and would leave the meeting when discussions commenced.

3.2 Strategic Review – Committee Reports

- 3.2.1 The Chairman invited the Chairs of the Creative and Performing Arts Committees to give oral reports on their recent meetings.
- 3.2.2 Both Chairs mentioned that this had been the first formal meeting of their committees for nearly a year although members had been involved in meetings relating to the strategic review. They reported on very helpful presentations from departmental heads giving a six month review of progress against objectives and plans outlined in the business plan as well as outlining other areas of work undertaken in their departments.
- 3.2.3 There were positive and full discussions on the role of the committees in the strategic review process. It was made clear that committees would be expected to fully interrogate the scenarios, with the ability to disagree if they felt it necessary. Both Chairs had made it clear that committee members had to be comfortable with what was expected of them. The information which would be provided to them had been explained and the mechanism which would be used to decide about the future of some core funded organisations clarified.
- 3.2.4 Both committees had expressed concern about the timeline for discussions and suggested that at least an all day meeting would be required and this had been acknowledged by the directorate. It had also been agreed that it would be necessary to have as many committee members as possible at the next meeting and those not present at the recent meeting would be encouraged to attend.
- 3.2.5 Joanna Baker advised that she had agreed to act as Chair of the Performing Arts Committee for the recent meeting but as she was an employee of a major core funded organisation she did not feel it appropriate for her to Chair the next meeting. Rab Noakes had been appointed Vice-Chair of the Performing Arts Committee but he was not able to attend the next meeting. There was some discussion as to who would Chair the meeting and this will be looked at, although the Council Chairman agreed to do so if a suitable substitute was unavailable.

3.3 Optimum Scenario (S/C05m5p1)

- 3.3.1 Director of Arts advised that the process undertaken by departments had been interesting and involved elements of staff development and training. The optimum scenario would be used as an advocacy document and it was intended to have a public launch, by the Chairman, at the end of November to which core funded organisations would be invited. It would also be given to the Minister as a

cabinet briefing and would be provided to her prior to going public with the document.

- 3.3.2 Early estimates of the optimum scenario had indicated an amount of up to £30million plus aspects of activity which could be undertaken for example by local authorities which could be in the region of £8.5million and a refreshed programme of capital activity of about £11million. More detailed figures could be circulated as they emerged, but Council was assured that final figures would be available for the decision making process.
- 3.3.3 The process had shown a number of departments had the same issues in common, eg professional training and development opportunities for individual artists, and there was a strong sense that the creative industries were central to what happened in the arts community. It was noted that some common themes were emerging.
- 3.3.4 It was suggested that one or two Council members may be interested in being part of the “editorial” board for the document.
- 3.3.5 It was also confirmed that the Scottish Executive was being kept informed about the document and its content.
- 3.3.6 Council **approved** that the proposal be in the form of a published document; that this be presented publicly at an event, possibly on the 28th November, and that the senior management team, in consultation with the Chairman, would complete the detailed content.

3.4 Scenario Frameworks

- 3.4.1 Council were made aware that very tough choices would have to be made to align priorities and resources within the known budget for 2007/08 made and they had to be confident that they could make them. They noted that the senior management team would be inviting some practitioners from different sectors to test some of the scenarios.
- 3.4.2 Council considered that there were many areas that linked together or were connected. They also questioned whether it was the Scottish Arts Council’s role to be involved in some areas and that we should lobby other organisations to take responsibility for these. An example of cultural co-ordinators was given.
- 3.4.3 A member of Council stressed the need for Council to be firm in supporting what it felt would be the priorities and not to ‘sit on the fence’. Another member reminded colleagues that we had identified our core aims and objectives and these should drive the thinking.
- 3.4.4 Council was informed that we were aiming for a balanced portfolio and using the scenario framework to identify priorities.
- 3.4.5 Council felt more work was required to emphasise the impact of the arts and avoid it becoming simply another cry for more resources. We had to provide something that Ministers could not disregard lightly.

3.4.6 It was agreed that we should try to keep scenarios to a minimum by amalgamating possibilities.

3.4.7 It was **agreed** that Council would be kept informed and any developments would be emailed to them.

3.5 Quality Framework (S/C05m5p3)

3.5.1 As agreed at the last meeting, three members of Council, Jennifer Hawksworth, Jennifer Waterton and John Mulgrew, had been closely involved in the development of the framework. They now felt that the document was fit for its purpose and capable of providing evidence to allow Committees and Council to make informed decisions. Council commented on the useful timeline which had been included with the papers.

3.5.2 There was concern about the assessment of quality and its relative importance. Judgement of quality was principally a subjective matter and it was agreed we should be confident about expressing that. It was pointed out though that the artistic theme would not apply to our development organisations.

3.5.3 There was also a comment about how impact as well as quality would be assessed but there was acknowledgement that this could be something for the longer term.

3.5.4 It was **agreed** that more detailed work should be undertaken by the Audit Committee and on that understanding Council **approved** the framework and process for the strategic review.

3.5.5 The Chair praised the work done by all of the officers and Council members involved in the development of the quality framework.

3.6 National Companies (S/C05m5p4)

- 3.6.1 Joanna Baker and Roy McEwan declared an interest in this item and left the meeting.
- 3.6.2 The Chief Executive commented that there had already been some discussion on this earlier in the meeting and Council was aware of the significant proportion of our funding given to the 5 'national' companies, plus the Edinburgh International Festival. It seemed the consensus of opinion that Council would prefer these companies to remain funded by the Scottish Arts Council because it would be beneficial for them to have a relationship with their sectors.
- 3.6.3 The Chief Executive suggested that a different way to manage the financial risk should be considered. Subject to budgets and the decision from the Scottish Executive on the national companies, he proposed that additional resource be made available to manage them.
- 3.6.4 The Chief Executive confirmed, however, that there would be no change to the management of these organisations prior to the announcement from the Minister. He acknowledged that any additional costs to manage them had to be considered carefully and confirmed that the national companies would be subject to the same scenario process as all other CFOs.

Irene Watson
November 2005