**CULTURE NL BOARD MEETING**

**MINUTE OF BOARD OF DIRECTORS**

**HELD IN**

**MEETING ROOM, MOTHERWELL CONCERT HALL AND THEATRE, MOTHERWELL ON**

**MONDAY 3 NOVEMBER 2014 AT 1.00PM**

**Present:** Heather McVey (Chair)

Alison Denvir

Michael McPake

Allan Graham

Harry Curran

Adam Smith

Jim Law

Karen Fleming

**In Attendance:** Jillian Ferrie, Culture NL Manager

Paul Hughes, Head of Financial Services

Alison Mathieson, Culture NL Finance Manager

Lizanne McMurrich, Head of Community Information and Learning

Fraser Simpson, CultureNL Senior HR Officer

Raksana Akhtar, Principal Solicitor, North Lanarkshire Council (on behalf of the company secretary)

Evelyn Ross, Trainee Solicitor, North Lanarkshire Council

**Apologies:** John Lambert

Alan Stevenson

Tom Curley

June Murray, Executive Director of Corporate Services

1. **Apologies**

Apologies were noted from John Lambert, Tom Curley and Alan Stevenson.

1. **Minutes of previous meeting**

Jim Law (JLaw) proposed and Michael McPake (MM) seconded.

1. **Matters arising from the Minutes**

Jillian Ferrie (JF) advised the Board that the independent director post was being advertised through Creative Scotland. An employee director will be recruited internally.

1. **Q1 Performance Report**

JF presented to the Board a report on the performance of Culture NL for Q1 of 2014/15. In particular, she highlighted that compared to Q1 in 2013/14 attendance figures and income have increased, sickness absence has decreased and formal complaints have decreased. She also highlighted the service developments which have been realised so far in 2014/15.

The Board noted the report.

1. **KPI Report**

JF presented to the Board a report on the changes required to the suite of key performance indicators currently utilised by the organisation. She explained this was part of a drive to create an up-to-date, and fit-for-purpose performance management framework for the organisation as required by Culture NL’s Business Plan 2013-2016. The report proposes to change the key performance indicators relating to Community Facilities, Play Services, Library & Information Services, Museums & Heritage and Community Arts.

The Board approved the proposal to change the key performance indicators specified in the report and noted the report.

1. **Catering Review Report**

JF presented to the board a report detailing the progress made to date in relation to the review of Culture NL’s catering operation. She advised the Board that Merritt Harrison Catering Consultants had been hired to review the current catering operation.

The Chair advised the aim of the review is to continue to offer a catering service.. She noted that other cultural trusts make a profit from operating catering and bars and there is no reason why CultureNL cannot do the same.

Alison Denvir (AD) asked how many vacancies there are currently. AM advised there is the equivalent of 5 full time posts currently vacant.

Karen Fleming (KF) advised that an opportunities exists to promote our services.

AD enquired as to the staffing changes which will be proposed. Fraser Simpson (FS) advised they would require to be negotiated with the Trade Unions.

AM advised that the wedding market was looking very positive and that procurement contracts are being renegotiated.

HC suggested implementing an award and recognition scheme to encourage staff consultation. The Chair asked that this be implemented in due course.

Alan Graham (AG) asked when the negotiations with the Trade Unions would start. FS advised that if Board approval was given, meetings with staff would begin, followed by meetings with the Trade Unions.

The Chair suggested asking NLC for a capital grant to cover equipment replacement. PH advised that as far as he was aware NLC had not been asked for a capital grant. JF said the extent of the capital investment required had not been known until two weeks ago. PH advised making a request through the client officer.

ASm suggested there may be opportunities to secure external funding for e.g. a community cafe.

JLaw commented that some less profitable catering outlets currently being run by CultureNL are not near cultural activity The Chair confirmed this needed to be considered , perhaps reducing the offers available and giving a specific timeframe within which to assess any improvement.

AD asked that the catering review become a standard item on the agenda so the Board can be regularly updated on what work is being carried out and what the results of this are.

The Chair asked for a timeframe for the structural changes. FS advised it would be a minimum of six months.

The Board noted the report and approved the action plan.

1. **Payment of annual leave**

FS presented to the Board a report on the implications of recent European Court of Justice decisions which have found that intrinsically linked performance pay should be paid in annual leave pay.

COSLA have produced a briefing paper which suggests that annual leave pay could be determined by calculating the average pay received over the previous 12 weeks. It notes that this would be an administratively huge task so recommends an alternative calculation of 8.3% multiplied by any amount paid above the basic pay. AD asked if there was funding set aside to pay for the backdated payments and it was confirmed by FS that there is a reserve for payments.

HC asked for confirmation on what level of backdating the Board would be approving.

AG and ASm both proposed that backdated payments are made as it was the right thing to do importantly shows that CultureNL is an employer that fulfils its obligations.

The Board noted the report and approved the recommendations.

1. **Adoption of Unacceptable Actions and Behaviours Policy**

JF presented to the board a report in the proposed Unacceptable Actions and Behaviours Policy for Culture NL.

JF explained that the policy had been developed in line with Scottish Public Services Ombudsman guidance and in response to reports of customers’ unacceptable behaviour towards staff.

The Board approved the policy.

1. **Business Plan – Progress Report**

JF presented to the Board a report reviewing the progress regarding aims and objectives set within the Business Plan 2013-2016.

JF advised that of the 133 individual aims set out in the business plan, 39 had been completed, 51 were on track , 34 were scheduled for completion in 2015/16 and 17 were either behind scheduled or had had the schedule revised.

1. **Marketing Report and Action plan**

JF presented to the board a report which advises on the outcome of a marketing audit undertaken in accordance with the Business Plan.

MM enquired about the marketing opportunities at railway stations near to CultureNL sites

JF advised that this form of advertising has been carried out at Airdrie train station but is very expensive. Advertising inside trains has been secured since the new Edinburgh line opened.

JLaw advised suggested that the key marketing strategy of “testing, evaluating and repeating” should be used.

1. **CultureNL Manager’s Report**

JF presented to the Board a report providing an operational update for the period 26 August to 10 October 2014.

JF advised that the post of Business Development Manager had been short-leeted and interviews for the post of Records Manager were being carried out in November. The report also recommends that consideration should be given to recruiting an accountant on a permanent basis.

The Board noted the report.

1. **Finance Report**

AM presented to the Board a report on the current budget monitoring position for CultureNL for the period 1 April 2014 to 12 September 2014.

AM asked the Board to approve the revised pay and grading model as approved by NLC and for this to be implemented as soon as possible. The Board agreed the pay and grading model.

AM highlighted the significant underspend shown in Table 1 of the report.

She also advised the Board of changes made to school let staffing levels which have resulted in a budget saving . AD enquired as to whether this posed any threat to staff safety. JF advised that 2 staff will be scheduled to work when required.

AM advised that profit to date was higher than the total profit made last year. In particular, the wedding market is doing very well.

ASm enquired as to whether there should be a KPI for waste. AM advised that waste sheets will be obtained from all units for monitoring.

AM also advised that there are training issues within the staff pool – the changes being implemented throughout Catering are resulting in much more being asked of staff e.g. in regards to record keeping and monitoring.

JLaw asked whether there should be a computerised system at tills. AM advised this was being considered but there needs to be some investigation into whether such a system will result in profit. JF advised that this is in the Catering Review action plan.

AD asked what makes up the other costs within the finance report. AM advised that staff and food make up 96% of costs, and the other costs include plates and cutlery, licensing, cleaning, repairs and transport.

The Board noted the report and approved the recommendations.

1. **Risk Register**

JF presented to the Board a report on the major, general and specific operational risks identified for CultureNL.

The Board agreed to include risk as a standard item at each Board meeting and that the risk register should be updated and presented to the Audit and Governance Committee twice yearly.

1. **IT update Report**

JF presented to the Board a report providing an update on IT issues in relation to PAC.

In relation to the Forge Library/community centre, JF advised that we are no further forward in terms of finding a solution and customers have relocated to other facilities. JF suggested that the Board consider terminating this project as the issue relating to the supplier has been ongoing for over 18 months.

It was proposed and agreed that compensation should be sought from Virgin Media.

The Board noted the report and agreed the recommendations.

1. **Press and Promotions Update Report**

JF presented to the Board a report updating on press and promotional activity carried out by CultureNL during August to October 2014.

The Board noted the report.

1. **Proposed Change to job title (CultureNL Manager)**

JF and AM excused themselves from the meeting.

The Chair advised that consideration required to be given to the title held by JF, currently “CultureNL Manager”, as it was causing some confusion with external agencies and customers. It was suggested that her title be changed to “Chief Executive”.

The Board agreed the change of title.

1. **Date and time of next meeting**

The Board agreed the next meeting would take place on 22 December 2014.

1. **AOCB**

ASm advised a paper was going to Learning & Leisure Committee the following day on the termination of the lease of Braehead meeting rooms. He asked who had made the decision that NLC could terminate its lease with CultureNL. JF advised this had been an operational decision as the roof of the property had fallen in and was irreparable.

ASm asked if decisions like that should come to the Board in future. The Board agreed that they should be presented for noting