



CultureNL Limited
annual report 2013/14





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CultureNL aims to deliver high quality and inspiring cultural experiences and facilities which promote and increase participation, meet customer and visitor expectations and improve quality of life.





Welcome from the Chair

I'm delighted to present the first annual report for CultureNL Limited. 2013/14 was a majorly ambitious year for CultureNL which was formally established on 1 April 2013 when over 700 employees transferred from North Lanarkshire Council to this new and exciting organisation.



As a Company Limited by Guarantee with Charitable status, CultureNL has assumed responsibility for the management and operation of performance venues, arts activity and arts development, community facilities (including the letting of school halls and pitches), museums, local studies, archives, play services, libraries and information, along with catering, cleaning and caretaking associated with these functions. CultureNL is a wide reaching organisation responsible for delivering a service of major importance to the communities of North Lanarkshire and beyond.

The transition from North Lanarkshire Council to CultureNL has been smooth and our first year has been both busy and successful with much hard work and dedication realised by staff and partners alike.

We began year one with a 'business as usual' approach which served our customers well and as we enter year 2 our focus will move towards our new business vision - a vision which is both needs responsive and customer focused. True to our mission statement we will be inspiring and creative in the work that we develop and deliver.

Currently working within a 3 year business plan, the Board of CultureNL is very ambitious for the new organisation. Year one realised some major achievements along with a few challenges with further detail outlined within the body of this report however, since 1 April 2013 income generation has increased compared with the previous financial year and staff sickness absence levels have reduced. We have made some much needed investment in facilities with significant further investment

programmed throughout 2014/15. We have undertaken reviews of both catering and marketing with future action plans developed for both areas. We have also developed and implemented a bespoke performance reporting system.

The growth and development of year one would not have been possible without the invaluable contribution of CultureNL's Board of Directors, each of whom give freely of their time and energy to help shape the direction of the organisation. The Board has a broad skills and interest base relevant to the services and interests of CultureNL and each member brings expertise and experience that has and will continue to develop the organisation. It has been my privilege to chair the Board from the shadow stages to fruition of the Company and Charity and I thank all Board Members for their contribution and continued efforts.

Finally I would like to thank the staff and senior management of CultureNL for their hard work and tireless dedication throughout this exceptionally busy first year. All employees are clearly fully committed to delivering a creative, inclusive, customer focused service for our local communities and beyond.

CultureNL's opportunities, services, events and facilities are as diverse as the geography of North Lanarkshire. They are life enriching, inspiring and good for our health. I look forward to year 2 when many more of our ambitious objectives and outputs will be realised.

Councillor Heather McVey
Chair, CultureNL Limited



Introduction from CultureNL Manager

2013/14 was a significant year for CultureNL and our first year has been full and successful. This, our first annual report, provides the opportunity to highlight some of our successes and developments.



As the message from the Chair indicates, we began our new venture with an initial message of 'business as usual'. This approach to not implementing widespread change allowed us to assess how the organisation operated over the year and let us consider how to ensure a consistent approach to our work, vision, attitude and customer service.

CultureNL began on 1 April 2013 as a registered Scottish charity and company limited by guarantee in order to fulfil the following objects and principal activities:-

- Provide a high quality wide range of arts, heritage, cultural services and facilities to the communities of, and visitors to, North Lanarkshire in order to support and encourage everyone to participate, learn and develop their skills in cultural pursuits regardless of skill level, physical ability or age, thereby enjoying a healthy lifestyle;
- Preserve and promote North Lanarkshire's heritage as well as provide access to the area's rich history through the provision of museums, libraries, archives and local studies services;
- Support community organisations and individuals to participate in community based/ voluntary cultural and leisure activities and put in place programmes to help people and communities build their skills;
- Advance and support the delivery of cultural learning both within and out with a formal education setting in support of a Curriculum for Excellence, More Choices More Chances and other lifelong learning initiatives;
- Promote participation in outdoor activities.

Working to an ambitious 3 year business plan we set ourselves challenging and far reaching aims and objectives and I am delighted to report that our first year has realised many successes and achievements which are detailed later in the report. We have undertaken a number of new initiatives, invested in our facilities, welcomed many thousands of people through our doors and increased both external funding and income generation. We have spent a significant part of our first year focusing on our customers and visitors and have implemented the How Good Is Our Culture and Sport? evaluation model in order to greater understand what our service means to the people who use it.

Throughout 2013/14 it was vital that we promoted the CultureNL brand to demonstrate that we were a new organisation with our own house style and identity. Whilst word of mouth is one way to spread a message it requires to be backed up with something tangible, so over the year we began replacing staff uniforms, vehicle livery and facility signage. We created a 'brand look' for our catering outlets and we began identifying branded bespoke display spaces within our facilities, libraries, museums and venues to highlight CultureNL events and activities. It is recognised that our staff group is our greatest asset and the more information we share about our services and activities with each other and with our customers, the greater the benefit to the organisation.

One exciting brand development is our new CultureNL website - www.culturenl.co.uk. This bespoke site allows us to promote all of our events, services and facilities widely with a link to purchasing tickets for shows, discover what's on and highlight specific features of our service.

The development of the brand is vital for consistent and recognised future development and one major task set in year one was an audit and review of CultureNL marketing activity. Using audit information to inform future direction is vital to us as a new organisation as it is essential that we connect with our customers and visitors – old and new, paid for, supported or free - in the most effective and cost effective way to ensure attendances remain high, income generation is maximised and services continually improved in order to develop a strong and sustainable organisation.

As would be expected with any new venture, and indeed from any public sector body, we faced challenges during our first year of operation including securing agreed, but significant, efficiency savings linked to our contract with North Lanarkshire Council. By working hard to ensure that we provide an excellent service across the organisation we will look to achieve our initial savings targets through prudent financial management, strategic use and review of properties, income generation, investment in efficient energy systems and extension of area facility letting plans.

Our staffing structure has not changed greatly in our first year. We have welcomed a number of new staff across the service and have now established our own HR and Finance teams however gaps do remain in our structure, and particularly in the management structure, as we made a conscious effort in year 1 to fill frontline posts rather than management posts. Having operated for a year we can now see which parts of the structure require support, review or restructure and this will be taken forward during year 2.

CultureNL's performance is monitored by both the CultureNL Board and North Lanarkshire Council and we strive to continuously improve performance, attendance, income and efficiency. During 2013/14 we developed a full service plan which included the key development targets from our initial 3 year business plan and we reported quarterly on these targets through North Lanarkshire Council's on line monitoring system; through Council committee reports and to our Board via quarterly performance reports. We also completed a review of our services key performance indicators in order to ensure that they are fit for purpose. During 2013/14 we consulted with staff, customers and visitors on a set of customer care standards and we implemented a new customer complaints procedure for CultureNL.

The achievements and successes outlined in this annual report would not have been possible without the support of a dedicated and enthusiastic staff group who consistently endeavour to develop and deliver high quality and inspiring cultural experiences for all. My thanks is conveyed to all of the CultureNL staff.



Jillian Ferrie
CultureNL Manager

Results at a glance

13,000

Facebook users

4000 followers on Twitter

30,158 people attending
community arts classes and workshops

£4,420,875 income generated

Over **£503,000**
external funding secured

172,066 visits to museums

97% occupancy at
Motherwell Theatre pantomime

360,518 people using our
public access terminals in libraries

2,494,567
total transactions made to library customers

32,705
lets booked at community facilities

4 star visitor attraction status retained at
both Summerlee Museum of Scottish
Industrial Life and North Lanarkshire Heritage Centre

Meeting Our Objectives

Inspire, Experience, Live – Culture NL Business Plan

Currently we are working within a 3 year business plan which will be reviewed annually by the CultureNL Board of Directors. In year 1 we set ourselves a very challenging range of aims and objectives, some of which have been fully realised with others completed later in 2014.

Our year 1 objectives were as follows:-

Review the Council's Cultural Strategy and develop an action plan for implementation from 2013 onwards.

Status – desk top review of strategy complete; action plan to be completed and issued.

Ensure staff are equipped to fulfil their role within the organisation by providing support and supervision sessions, training, undertaking PRD linking to employee development plans in order to retain and develop a motivated workforce.

Status – HR team recruited and staff engagement sessions commenced; one to one meetings scheduled; format for PRD to be agreed and rolled out across the service; current focus is on identifying skill gaps and training needs.

Develop accurate and appropriate performance measures that reflect the contribution of cultural services to local and national priorities and establish a performance monitoring and review framework that meets both Board and Council requirements eg progress How Good Is Our Culture & Sport?

Status – Working group established; key service measures reviewed and appropriate, measurable targets agreed; How Good Is Our Culture and Sport? service review undertaken; monitoring framework established.

Establish a baseline for monitoring employee and customer satisfaction going forward by undertaking surveys annually and reporting on findings on an annual basis via staff newsletter, poster displays, staff meetings.

Status – baseline questions agreed to ensure consistency across the service and to ensure consistent approach to analysis of completed questionnaires. Staff survey issued May 2014.

Produce a marketing and communications strategy on the range of cultural activity provided to/by residents, visitors, staff and partners and identify a marketing budget for CultureNL as an entity. Encourage greater cross sectional working and joint marketing of projects in order to increase market saturation. Monitor uptake via surveys at events and activities and on website to identify how awareness of the event/ activity was raised.

Status – marketing and programming working groups convened; marketing audit completed; marketing strategy and action plan drafted ready for implementation; surveys drafted to ensure consistency; review of existing programming activities ongoing and new programming opportunities identified.

Develop service standards in response to customer feedback, through knowledge of competition and service trends to ensure community/individual needs are met.
Consult on draft standards with customer base.

Status – working group convened; existing service standards reviewed and benchmarking undertaken; standards produced, consulted upon and now ready for implementation.

Review catering operation in accordance with customer and business need and develop operational practices in order to achieve continuous improvement.

Status – independent consultant appointed to review the catering operation and final report received; implementation on the review findings due to commence summer 2014.

Gain a better understanding of our customer segmentation by surveying visitors and customers on a 6 monthly basis, conducting focus groups and reporting on findings on an annual basis via website, publications and poster displays in facilities.
Establish trends in customer needs and improve the visitor/customer experience in order to increase attendance.

Status – surveys created and survey plan due for completion in 2014.

Introduce new initiatives to encourage participation in cultural activity eg Culture Card Concession.

Status – working group convened and review of existing arrangements of concessionary scheme 'Passport to Leisure' underway. Further work required with IT prior to progressing.

Identify and prioritise external funding opportunities by developing funding applications which link to our development and business plans and by creating a database of relevant funding streams.

Status – external funding applications continuously submitted as relevant throughout the course of the year.

Establish and operate a dedicated website for CultureNL by linking existing microsites and complying with CultureNL housestyle.

Status – website completed and now under test.

Undertake a review of facilities in order to identify properties suitable for investment and which will provide a return on any investment made. Develop proposals and apply for funding in order to provide buildings and open spaces that are fit for purpose.

Status – initial review of properties completed and £1.2million towards the project allocated from North Lanarkshire Council for spending from 2014/15 onwards.







Arts and Venues

Arts and Venues

As a cultural trust we continue to play a key role in encouraging creativity, learning and participation across a range of artforms including dance, drama, music, cinema, photography, pantomime, visual art, exhibitions and craft.

We manage Motherwell Concert Hall and Theatre; Airdrie Town Hall and cinema; Bellshill Cultural Centre; Summerlee Photomedia Studio; Pather Artworks, Wishaw Musicworks and Beetroot Recording Studio all located throughout North Lanarkshire and we manage 4 exhibition spaces within these facilities.

Highlights

Whilst for some ticket sales may have struggled recently due to the financial climate we were delighted with the final sales of the 2013 Motherwell Theatre pantomime *The Wizard of Oz*. All of our previous box office records were exceeded, with over 5000 more people attending compared to the previous year, a 4 star review in the press and over £360,000 worth of income generated via ticket sales – hopefully a sign of things to come!

We were pleased to bring back to Motherwell Concert Hall the Annual Beer Festival after a 6 year absence and we intend to further develop this event to increase the customer offer with links in future to cinema and sporting events.

The Community Arts team continues to deliver quality arts activities in various localities across North Lanarkshire. Our weekly class programme and other activities and events have engaged with more than 30,000 local people in the last year. Holiday programmes remain popular with our young participants and over the year we have seen children and young people engage in visual arts, crafts, music, theatre schools and film making.

In 2013 North Lanarkshire Youth Theatre participated in the prestigious 'Connections' programme run by the National Theatre of England which celebrates new plays performed by young people and showcased 'Ailie and the Alien' at the Lyceum Theatre, Edinburgh. All cast members

agreed that it had been a tremendous experience, lots of hard work, but well worth the effort. The Community Arts team works hard to offer similar creative experiences to arts class participants whether it be through working with a professional artist or photographer on a weekend 'master class' for adults or joining in an Encounters Festival workshop during the month of October when our annual cultural festival takes place.

2013 was the year of 'Celebrating Lanarkshire' and having secured funding from Creative Scotland we produced a fashion show featuring hundreds of garments specially created by arts students from over 20 North Lanarkshire high schools. As part of the same celebratory project we ran a Lanarkshire Music Festival and arranged a 6 month artist in residence scheme, with accompanying exhibition, based at Summerlee Museum.

Looking Forward

Our first year as Culture NL has been very productive and both the arts and venues teams look forward to continued creativity in North Lanarkshire as we further develop the organisation. In 2014 we are actively involved in the Glasgow 2014 Commonwealth Games – providing events and celebrations for the Queen's Baton Relay and providing community cultural activity at the Triathlon and Cycling Time Trial events which are being held in North Lanarkshire. We are due to launch a full cinema programme at Airdrie Town Hall and further develop our wedding and function markets within our major venues.







Play Services

Play Services

For Play Services it's been a busy and productive year providing play opportunities for children and young people which both challenge and develop.

Highlights

During 2013/14 the Play Services team secured £354,000 in external grant funding to develop play facilities in North Lanarkshire and much of this has been in association with community groups. They built 8 new play facilities totalling £1,035,224, including play areas, multi use games areas and bike tracks and the team is currently working on a further 20 play facility projects for the future including parkour courses and kickabout areas.

Play Services had a successful summer programme of children's play activities. Play Day 2013 at Summerlee Museum had the best attendance ever for this event with 4700 people attending. This linked into a celebration which marked the one year countdown to the 2014 Commonwealth Games as well as celebrating the child's right to play. A further 3639 children and adults participated in 5 fundays and 10 'pop out to play' sessions which formed the Play Services summer programme.

In 2013/14 Play Services also set up a new framework agreement for the purchase of play equipment and associated services. Lasting for 4 years or until the agreed spend threshold has been reached, the CultureNL framework can also be used by North Lanarkshire Council. The framework covers 4 separate lots including supply of play equipment only and installation of play areas, multi-use sports areas and wheeled sports areas.

Looking Forward

In 2014/15 a Play Services strategic plan will be developed in order to inform future spend, investment and prioritise workload. A conditions survey of all play areas, multi use game areas, bike tracks, wheeled sports areas, kick about areas and our parkour course will be undertaken and the information obtained will inform the development of the strategy.









Museums and Heritage

Museums and Heritage

Our flagship museum is the 4 star visitor attraction, Summerlee Museum of Scottish Industrial Life in Coatbridge. With over £10 million invested in 2008/9 and subsequent external funding secured to further develop aspects of the site, we welcome over 150,000 visitors per year. Summerlee provides a home for permanent displays of social and industrial history, industrial machinery, trams, a coal mine and miners row, touring exhibitions, our own curated exhibitions and a Photomedia Studio.

A number of small museums are located within library buildings or community facilities in Cumbernauld, Kilsyth and Shotts, and our other major facility is North Lanarkshire Heritage Centre in Motherwell – a gallery, learning resource and display area which also houses the North Lanarkshire archives along with local studies. A regular programme of talks and special events runs at a number of museum sites.

Three staff teams operate within the museum and heritage section – curatorial, visitor services and learning and access.

Highlights

In 2013/14 the curatorial team delivered a temporary exhibition programme within Summerlee Museum, North Lanarkshire Heritage Centre and Airdrie Town Hall with the museum collections used to explore a wide range of topics from beauty, celebrations, cinemas and railways, to alcohol culture and aging.

Over the past year Summerlee has been home to 2 successful artists in residence programmes. Bellshill born artist Ally Wallace set up his studio in the exhibition hall to produce a series of works in response to the museum environment, while littlewhitehead produced a fascinating piece in our canal – a building partially submerged in the water! Both Museums and Community Arts staff worked with littlewhitehead to deliver a temporary exhibition which also featured a thought provoking film of Motherwell's Glencairn Tower by award winning film maker Chris Leslie.

The team also worked on the redevelopment of permanent exhibition spaces in both Cumbernauld Museum and North Lanarkshire Heritage Centre. Cumbernauld Museum, situated within Cumbernauld Library, was recently completely refurbished with new objects and interpretation now on display. The redevelopment has been a major success with 12,000 people visiting since its reopening in August 2013. Work is now underway on the creation of a new exhibition space in the viewing tower of North Lanarkshire Heritage Centre. The Museums service was awarded £40,000 from Museums Galleries Scotland to engage with local communities to create new displays to tell the story of the history of the area from Roman times to the present day.

Managed via the Learning and Access team the museums outreach programme included a joint project with NHS Lanarkshire for reminiscence resources plus a project with CultureNL's Community Arts team working with residents of the Muir Street towers in Motherwell. As part of the annual Encounters festival the outreach team provided a number of events and activities including a new singing musical reminiscence session called 'In the Mood' which has proved popular with day centres and care homes as part of the team's ongoing work with older people in the community. Overall, the outreach programme in 2013 saw over 3500 users in a variety of settings.

Throughout North Lanarkshire the team was out and about delivering a range of fun summer activities. Making use of museums in Coatbridge,

Motherwell, Shotts, Cumbernauld and Colzium over 2000 children took part in special themed activities learning about the Romans, canals, science, art and knights and castles.

The schools programme saw new workshops developed with December being a particularly busy month thanks to Mrs Claus and Mr Christmas workshops! Kids Take Over Day on 28 November at Summerlee saw over 100 pupils from a local primary school put on exhibitions as well as show and talk about their work to visitors.

Both Summerlee and North Lanarkshire Heritage Centre retained their '4 star visitor attraction' status following assessment by VisitScotland. At Summerlee 2013/14 saw extensive work undertaken on the steam fleet with our Firequeen steam boat having her hull restored and a new engine manufactured, which will lead in due course to a launch on the Monkland Canal. Our Fowler steam roller has also undergone some major work with a return to 'active duty' on site during 2014.

Throughout the latter part of 2013/14 extensive refurbishment work took place on the Vulcan, a replica of the first iron barge manufactured in Scotland. Working with Scottish Canals on their Monkland Canal development, the Vulcan is now fully refurbished and has returned to sit on the canal within the museum grounds and is now almost ready to welcome both school visitors and the general public.

The museums visitor services and site teams have developed a successful partnership with a number of organisations including Cornerstone, the organisation which supports people with disabilities and mental health issues, with the result of a maintained working garden behind our miners cottages for visitors to enjoy. Our other hard working volunteer groups include the Friends of Summerlee and the Summerlee Transport Group.

Looking Forward

Within museums we have made several steps towards improving our visitor experience eg by purchasing electronic visitor counters at Summerlee, the development of interactive visitor survey systems for all our museums and our venture into social media. We are also in the process of improving our signposting and information provision with additions to existing brown tourist signs and improved promotional leaflets for distribution.

The Vulcan will officially reopen in late Summer 2014 and this period will also see the launch of the newly restored Compton Cinema Organ. With a new exhibition on the history of cycling scheduled to open at Summerlee in July to coincide with the Commonwealth Games, a full programme of activity proposed to commemorate the centenary of World War One, and a number of external funding bids submitted in order to further develop the service we will continue to look after North Lanarkshire's past and future.







Community Facilities

Community Facilities

Managing almost 100 Community Facilities, CultureNL has made significant improvements to frontline service provision for customers since 1 April 2013 with many of the changes made as a direct result of facilities staff and customer feedback.

Highlights

Some examples of improvements to facilities include an internal and external refurbishment of Jim Foley Community Centre and Auchinloch Hall along with an internal refurbishment of Cleland Senior Citizens Centre, whilst Old Monkland Community Centre saw roofing works and toilet refurbishment taking place.

In addition to these capital works, improvements to the value of £150,000 have been carried out across the estate with work ranging from replacing floors to improving safety, security and access.

The facilities team is delighted that with the creation of CultureNL our caretakers, centre supervisors and cleaning staff within community centres have now merged with the facility management team. The merging of facilities and staffing functions has brought many benefits and streamlined the way in which the section operates.

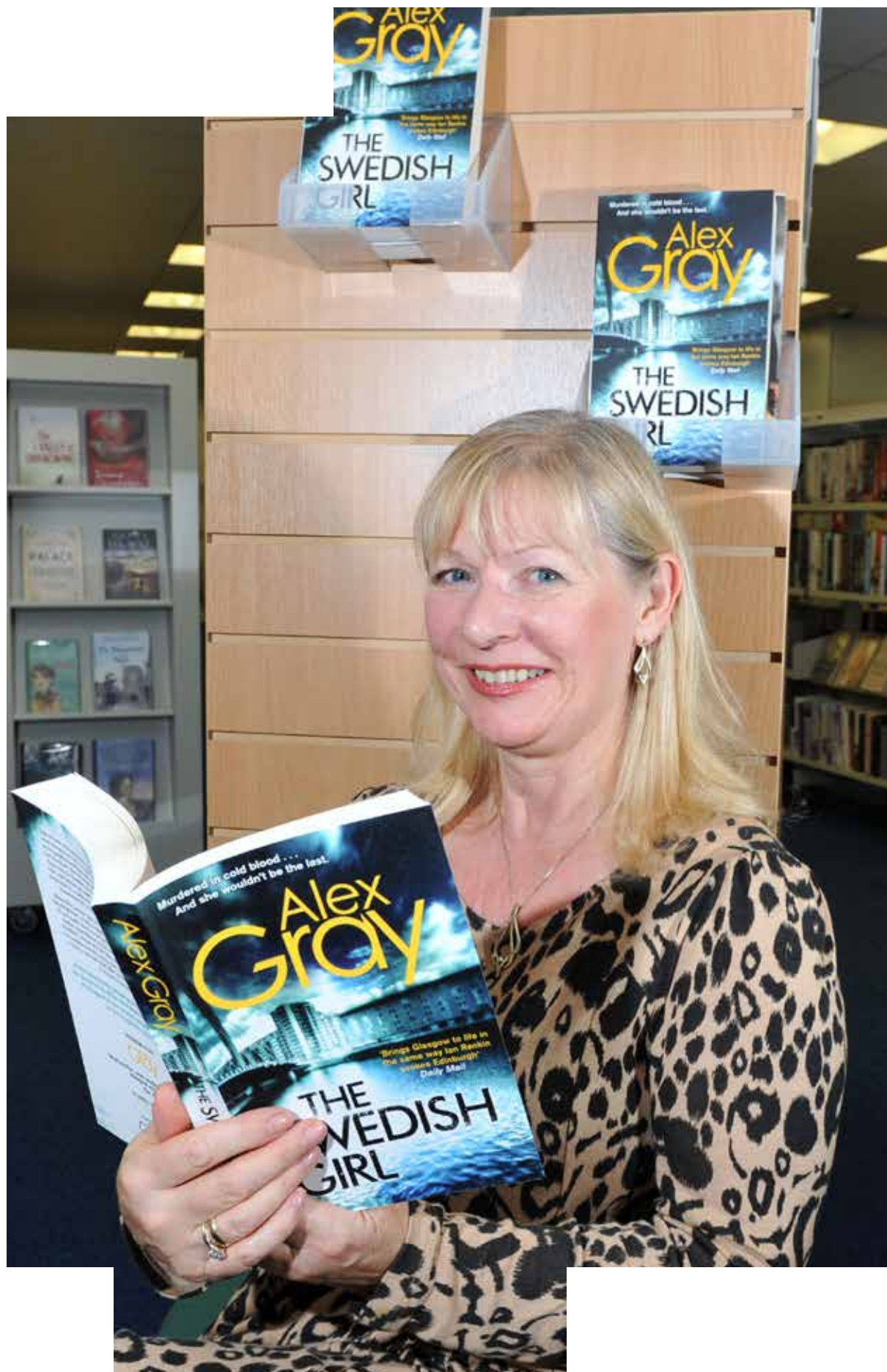
Ninety facilities staff attended meetings in November 2013 which gave front line staff an opportunity to meet the new management team for Facilities and raise any issues or make suggestions for service improvement. As a direct result of these meetings staff training on intruder panels and fire panels was rolled out from December onwards and to date approximately 85% of caretakers and centre supervisors have received refresher training. Further refresher training for fire awareness and safe manual handling has also been programmed.

Looking Forward

In 2014/15 £1.2 million will be invested in many of our community facilities to improve public access and address DDA issues. Many of our facilities require investment and improvement and working with North Lanarkshire Council this major investment is vital to increasing income generation and further benefiting the communities we serve.









Libraries and Information

Libraries and Information

CultureNL has continued to modernise, digitise and promote library services relevant to 21st century living. We manage 24 public libraries as well as a mobile service, homebound services, T space for teens and a logintolearn service. Libraries lend books, console games, DVDs and CDs as well as offer public access computing and the opportunity to attend book groups, BookBug sessions, author visits, storytelling and special events.

Highlights

In 2013 Libraries were successful in a bid to host a Reader in Residence post funded by Book Trust and Scottish Libraries and Information Council. As the holder of one of only 3 such posts in Scotland, Jane Graham worked with libraries over the year to develop reading related activities including developing a monthly e-mail newsletter for young people; a drowned villages poetry writing competition to celebrate Bothwellhaugh and its link to the Commonwealth Games in Strathclyde Park; Romans in Cumbernauld and Kilsyth; and the Airdrie Observatory.

Successful bids were also submitted to secure author visits from Australia based Graeme Simsion of 'The Rosie Project' and Damian Barr of 'Maggie and Me' fame, all of which comes hard on the heels of a highly successful Book Week Scotland in November/December 2013 which saw 115 events take place in CultureNL libraries.

A successful funding bid to Reshaping Care for Older People saw the establishment of a programme of events in Kilsyth Library. A CultureNL team effort, library staff liaised with colleagues in both museums and heritage and community arts to plan a programme incorporating internet taster and e-book sessions, family history and local studies, digital photography, creative writing and storytelling and meet the author sessions.

Libraries secured a one year contract to supply European Computer Driving Licence training and certification to all North Lanarkshire Council skillseekers and modern apprentices, thereby securing a steady income stream for CultureNL. The IT Digital Connections project secured £11,943 from the Scottish Government's Public Library Improvement Funding for Community Engagement. This project delivers drop in surgeries and courses in libraries on how to get the best from new technologies such as smartphones, e-readers, android tablets and iPads.

CultureNL secured funding from North Lanarkshire Council to replace aged public access computers in libraries and museums and to fund a new Windows 7 compliant build for all public access computers. This upgrade will enhance the customer experience and address the continuing demand for access to digital services from North Lanarkshire residents.

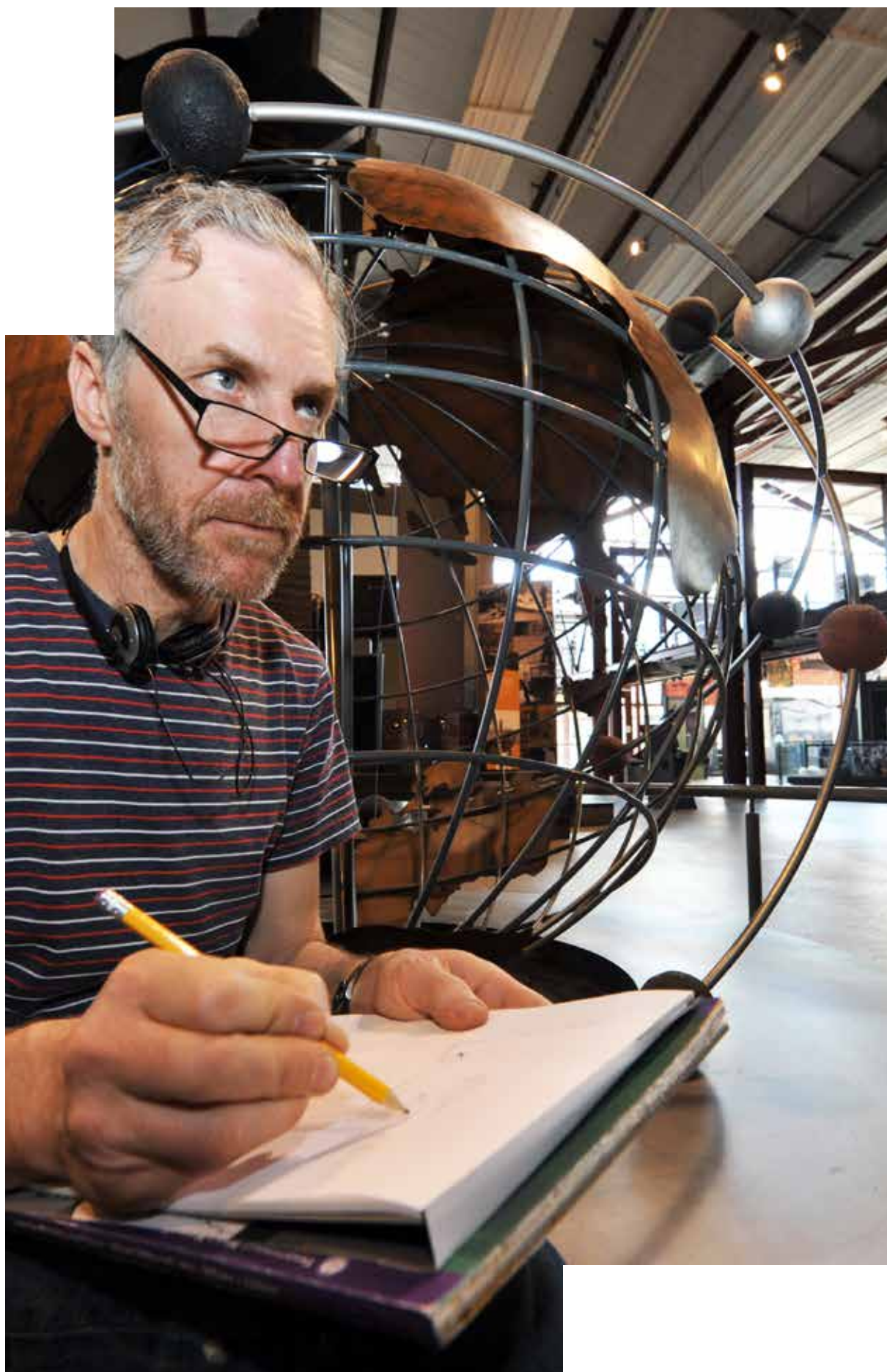
Within the Children's Library Service the Bookbug programme goes from strength to strength with 41 groups meeting weekly and over 500 children attending and last summer saw a successful reading programme delivered across North Lanarkshire when over 2500 children and young people signed up for the challenge. The Primary Reading Quiz has also gone from strength to strength with 34 schools from across the authority taking part this year whilst the children's programme for the annual Encounters cultural festival now hosts a wide range of events with over 1400 children attending in October 2013.

Looking Forward

The library service will be reviewed in 2014 in line with our business plan objectives. The aim of the review is to ensure we provide a fit for purpose library service which suits customer needs and continues to recognise the increasing importance of the digital agenda. E books will be further developed and wi fi installed in a number of our larger libraries. The library section is heavily involved in the Encounters Cultural Festival and is

leading on a combined funding bid to support the World War One commemorative events scheduled from 2014-2018. Two new, branded mobile libraries will shortly be in service and like community facilities, libraries across North Lanarkshire will benefit from future capital investment. Currently partnership developments with North Lanarkshire Council Housing and Social Work and with NHS Lanarkshire are underway with new libraries due for completion in both Cleland and Wishaw.







Other Significant Developments within CultureNL

Other Significant Developments within CultureNL

Further developments achieved from 1 April 2013 include:-

- 1 a new digital cinema opened at Airdrie Town Hall
- 2 the Library and Information Service was inspected under the Public Library Quality Improvement Matrix inspection model and two areas of the service were inspected – ‘meeting readers needs’ and ‘learning experiences’ – with the service awarded level 5 (very good) for both areas;
- 3 external funding bids were secured for developments in the Encounters Cultural Festival, North Lanarkshire Heritage Centre, the Library Service and Summerlee Museum
- 4 the CultureNL Encounters Team won ‘Team of the Year’ at North Lanarkshire Council’s Corporate Awards 2013
- 5 Motherwell Concert Hall and Theatre won runner up for best local Scottish theatre on the Netmums website
- 6 and Motherwell Concert Hall and Theatre hosted the homecoming event for X Factor finalist Nicky MacDonald in December with footage aired on ITV during the X Factor final...

Looking Forward

Looking ahead our next year will see the further development of a number of plans and strategies within CultureNL including arts, funding, retail, libraries, museums, events and programming, and health and wellbeing strategies. Following significant investment in our facilities, 2014 will see a monitored maintenance plan produced for the

full CultureNL estate and a review of all health and safety policies and procedures will take place to ensure consistency across the organisation.

2014 brings CultureNL to the heart of the Glasgow 2014 Commonwealth Games, providing cultural activity at the Queen’s Baton Relay, the Triathlon events in Strathclyde Park and at the Cycling Time Trial event in Auchinloch, Stepps and Chryston.







Structure, Governance and Management

Structure, Governance and Management

CultureNL is a registered Scottish charity and Company Limited by Guarantee and North Lanarkshire Council is the sole member of the Company. The Charity commenced trading on 1 April 2013 and any surpluses generated will be reinvested to improve the facilities and services we provide to the communities of North Lanarkshire and beyond.

The Charity is governed by its Memorandum and Articles of Association through a Board currently comprising 11 of 13 members (2 vacant posts in recruitment). Six Partner Directors are elected members of North Lanarkshire Council; 5 Independent Directors were appointed from the arts, business, marketing and community sectors following an open recruitment process; one Trade Union Director was appointed from within the 3 recognised Trade Unions and, yet to be appointed, is one Employee Director.

The Chair of the Board is appointed from the Partner Directors. A Nominations Committee of Partner Directors appointed the Independent Directors and each Independent Director was chosen for their individual suitability and skills.

The Board is supported by a Company Secretary and a Financial Advisor – both appointed by North Lanarkshire Council. Monitoring of CultureNL is undertaken by North Lanarkshire Council.

CultureNL Limited

Partner Directors

Councillor Heather McVey (Chair)
Councillor Tom Curley
Councillor Harry Curran
Councillor Michael McPake
Councillor Allan Graham
Councillor Alan Stevenson

Independent Directors

James Law
John Lambert
Alison Denvir
Adam Smith
Karen Fleming (Trade Union Director)

CultureNL Manager

Jillian Ferrie

Company Secretary

June Murray

Registered Office

Summerlee Museum of Scottish Industrial Life, Heritage Way, Coatbridge ML5 1QD



Auditors

Scott Moncrieff, Exchange Place, 3 Semple Street, Edinburgh EH3 8BL

Solicitors

Anderson Strathern, 1 Rutland Court, Edinburgh EH3 8EY

Bankers

Clydesdale Bank, 43 Hamilton Road, Motherwell ML1 3DD

Charity Number

SC043891

Company Number

SC435540

C.I.C Company Number

441869

The Directors act in accordance with OSCR's guidance on the general duties for charitable trustees with openness, integrity and accountability being key elements required of each Trustee. Each Director holds office until the conclusion of the third Annual General Meeting when they will then be eligible for re-appointment.

The Board is responsible for:-

- Ensuring the organisation complies with the requirements of the funding agreement between North Lanarkshire Council and CultureNL;
- Developing and approving the annual business plan prior to its submission to North Lanarkshire Council;
- Ensuring external funding opportunities are maximised;

- Ensuring a Human Resources/Employee strategy is developed and implemented;
- Monitoring financial management;
- Accepting and acting in accordance with company director responsibilities to ensure compliance with appropriate legislation; and
- Driving the direction of the organisation to ensure all agreed outcomes are achieved as planned.

The Board has appointed an Audit Committee to assist with fulfilling its responsibilities relating to the organisation's financial statements and auditing, accounting and financial reporting processes, and the organisation's systems of internal control regarding finances, accounting and financial reporting. The CultureNL Manager reports to the Board of Trustees and is responsible for the operational management of the organisation.

CultureNL Limited

We asked each Board member to tell us a bit about themselves and answer 3 set questions

- What are your aspirations for CultureNL?
- How can you help achieve these aspirations?
- Which literary, theatrical or historical character or individual do you relate to most or you would you like to be?

here's how they responded...



Tom Curley

An elected member for the Airdrie area of North Lanarkshire, Tom, an ex-Provost, currently undertakes the role of Business Manager for the Council's majority group.



Harry Curran

An elected member for the Bellshill area of North Lanarkshire, Harry is the Convener of the Local Review Body. His aspiration for CultureNL is to provide a first class customer focused service for the residents of North Lanarkshire and he hopes that his experience of working in both the public and private sectors will assist in achieving this. Harry is an admirer of George Orwell, as despite coming from a privileged background, his books reflected the real conditions poor people had to endure, the rise of fascism and the prophetic 1984.



Alison Denvir

A senior manager at the BBC Alison has experience of working with national and commercial arts organisations as well as previous experience at Channel 4. A qualified lawyer with a degree in Media Production, Alison brings a breadth of knowledge – both business related and cultural – to the organisation.

Alison hopes that through CultureNL we can widen opportunities to everyone to engage with culture in North Lanarkshire as we have fantastic venues and community spaces and it would be great to see more people taking advantage of what's on their doorstep.

Alison believes that we can better promote what we have to offer and do more to engage with local and national agencies to improve our offering. She is a great admirer of Mairi Mhor nan Oran. Less well known than she deserves she must have been a very strong woman who was both a creative and political force in her time. Despite being widowed and left with children to care for alone she became a well known poet and songwriter in her later life.



Karen Fleming

The Trade Union representative on the Board, Karen works as a library assistant within CultureNL. She hopes that CultureNL can overcome any obstacles put in its way, deal with any boundaries it is given and be the strong, well staffed company it was born to be. Karen will help to make all CultureNL employees believe in themselves, understand that they are 'our' company and work as a team to breathe life into CultureNL. Together it will work.

Karen is an admirer of Emmeline Pankhurst.



Allan Graham

An elected member for the Cumbernauld area of North Lanarkshire, Allan hopes to bring the cultural experience to the many, not the few and as a pro-active board member aspires to ensure that all sections of the community have the opportunity to enjoy cultural experiences. Allan is an admirer of historical figure, Oliver Cromwell.



John Lambert

Associate Partner at KPMG, John has over 20 years experience as a practising management consultant and senior manager as well as previous experience of serving as a director on the board of a charitable sports organisation. With an awareness of how culture can contribute to local and national outcomes John has experience of public sector efficiency programmes and is very aware that CultureNL needs to be innovative in order to go from strength to strength. John would like CultureNL to become a great example of what an arms length cultural services organisation should be. It should be, delivering a range of experiences for the citizens of North Lanarkshire, contributing to the delivery of national and local outcomes and continuously improving the inclusion of people and communities in what we do. John would like CultureNL to become less dependent on North Lanarkshire Council, particularly for its funding, so that it has flexibility to maintain and develop its services in a time when public sector finances are still likely to be an issue. John brings commercial, financial, 'technological and customer service experience that he hopes will support the management team in developing CultureNL in a sustainable way.

John is a fan of Robert Burns - although not an expert in his life and works John identifies with them and he's pretty sure they are kindred spirits!



James Law

Self employed at James Law Research Associates Ltd, Jim has a very keen interest in arts and culture and is aware of the challenges facing cultural bodies and cultural trusts. With experience in management of an organisation, in marketing and research as well as audience development Jim also has Board experience as he is currently a member of the Cumbernauld Theatre board.

Jim knows that Arts and Culture can have a life enhancing impact on people. He hopes that CultureNL will be an outstanding success, enabling the people of North Lanarkshire to experience a broad range of Arts and Cultural activity with both variety and high quality. Culture is for everyone to enjoy and we have to work hard to engage with people in communities across all parts of North Lanarkshire.

Jim hopes to encourage and support the management team to enhance every aspect of the delivery of Arts and Cultural activity. Jim states that we have to aim high to provide the very best combination of activity. Jim has a background in Marketing and hopes that his experience will be beneficial to the staff to refine, evaluate and build the effectiveness of the marketing activity.

Jim's favourite book is 'The Last of the Mohicans' by James Fenimore Cooper and his favourite character is Hawkeye: he is resourceful, determined, witty and smart – a true and loyal friend to his companions. Jim says 'I would be really happy if my friends thought I had some of those characteristics'.



Michael McPake

Michael is an elected member for the areas of Coatbridge north and Glenboig and he is vice convener for Environmental Services, North Lanarkshire Council. Michael hopes that CultureNL will reach out to everyone within North Lanarkshire and help them to get the best out of the organisation. He aims to help people to use our services and hopes that they inspire our younger generation.

Michael wants to make sure that CultureNL goes from strength to strength and is a successful business.

Michael says that he is a big fan of Robert Ludlum and the Bourne Trilogy - thriller, spy fiction, mystery...some might say 'well that's politics...', however he also greatly admired Nelson Mandela for the dignified way in which he conducted his business.



Heather McVey (Chair)

Chair of CultureNL, Heather is an elected member for the Kilsyth area of North Lanarkshire and Vice-Convener of the Council's Regeneration Committee and also works for YouthLink Scotland in Edinburgh.

Heather's aspirations for CultureNL are that we are a successful, sustainable and life enriching organisation which will enable North Lanarkshire residents and visitors to experience and engage with a variety of cultural opportunities which challenge and inspire each of us. From playing outdoors and reading books to being transported through our imaginations by performance, be it song, dance, poetry or prose, and utilising our peoples history to exhibit evolution and growth in our diverse communities throughout North Lanarkshire.

Heather feels that to achieve our aspirations we must understand the interests and needs of our communities and customers, and we must respond to them.

We must make our venues the destination of choice for our community, national and international artists and performers; we must provide accessible facilities which support community action and groups; and we must bring the best of cultural activity to North Lanarkshire in order to inform and be informed. We aim to make each CultureNL experience a life enriching one by opening the door to new experiences and opportunities.

A historical figure and writer who had a profound effect on Heather was Anne Frank. Having read and reread her diary as a child and as an adult the power of her words and the insight and compassion she shared remain moving and powerful - 'how wonderful it is that no one need wait a single moment before starting to improve the world' - this call for activism inspired Heather not to wait on others to do things but to endeavour to do it herself, facilitated by peoples life stories, individual histories and experiences - not those of the great and the good but the important ordinary people. Storytelling and oral history have always been important to Heather, these make artefacts in our museums come alive and truly have shaped the land and townscapes of our communities.



Adam Smith

Adam is a resident of Cumbernauld and whilst holding down a full time job is also a member of several community groups within the Cumbernauld area as well as being an actor in his spare time! Adam has an active passion for both heritage and the arts.

Adam hopes that CultureNL will provide an outstanding customer experience from top quality facilities. He hopes to achieve that aim by continuing to engage with North Lanarkshire communities and taking every opportunity to improve our service and our facilities. Adam relates to Bill Bryson whom he considers a fantastically engaging, knowledgeable, witty and funny author.



Alan Stevenson

Alan is an elected member for the Kilsyth area of North Lanarkshire. He hopes that CultureNL will provide the best possible service to all residents of North Lanarkshire; provide a range of cultural activities suitable for all age groups and provide a service which is a model of its type which will attract an increasing number of visitors to North Lanarkshire. Alan feels that he can contribute by listening to what communities have to say and working with his fellow board members, put in place a service which fulfils the aspirations of the Board and the citizens of North Lanarkshire.

Alan is a great admirer of Charles Darwin.





Facts and Figures... the budget

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the budget

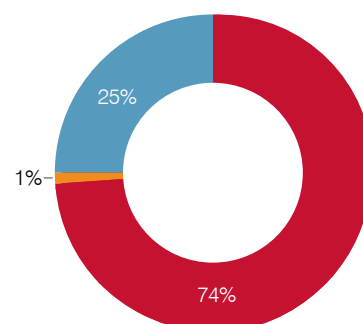
Financial Statements

The period to 31st March 2014 was the first year of trading for Culture NL Ltd. In this period, an unrestricted surplus of £1,001,566 was achieved. This takes into account the FRS17 pension liability calculated as at 31st March 2014 of £228,000.

How we were funded

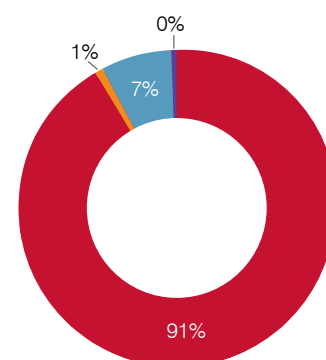
NLC	14,554,800
Grants	149,585
Income	4,853,411
Total Income	19,557,796

- NLC
- Grants
- Income



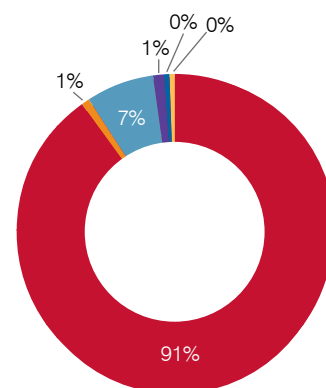
Incoming Resources from Charitable Activities.	17,909,554
Restricted Funds - Grant funding	149,585
Activities for Generating Funds	1,469,590
Investment Income	29,067
Total Income	19,557,796

- Incoming Resources from Charitable Activities.
- Restricted Funds - Grant funding
- Activities for Generating Funds
- Investment Income



Direct Charitable expenditure	16,809,415
Pension Scheme Related Costs (FRS 17)	116,000
Operating costs of Trading Subsidiary	1,377,728
Cost of Generating Funds	132,246
Governance Costs	27,438
Restricted Funds	93,404
Total Group Resources Expended	18,556,231

- Direct Charitable expenditure
- Pension Scheme Related Costs (FRS 17)
- Operating costs of Trading Subsidiary
- Cost of Generating Funds
- Governance Costs
- Restricted Funds



Reserves

The trusts funds are divided between restricted and unrestricted funds. Restricted funds relate to ongoing grant funded projects. The total reserves which are not restricted by legal obligations amount to £1.289m, however Culture NL have earmarked £0.288m to cover the deficit of the trust's defined benefits pension scheme. Designated funds have been created of £0.565m for specific projects and properties. This leaves a balance of £0.668m for general funds.

Total Funds £1.001m



Full details of Consolidated Accounts for Culture NL Ltd can be found at www.culturenl.co.uk



Notes

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Notes

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Culture NL Limited
Summerlee Museum of Scottish Industrial Life
Heritage Way
Coatbridge
ML5 1QD

www.culturenl.co.uk

supported by

