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| <b>Report To:</b>       | <b>Education &amp; Communities Committee</b>   | <b>Date:</b>       | <b>19 March 2024</b>   |
| <b>Report By:</b>       | <b>Ruth Binks<br/>Corporate Director<br/>Education, Communities &amp;<br/>Organisational Development</b>       | <b>Report No:</b>  | <b>EDUCOM/19/24/RB</b> |
| <b>Contact Officer:</b> | <b>Ruth Binks</b>  | <b>Contact No:</b> |                        |
| <b>Subject:</b>         | <b>Beacon Arts Centre – Performance Outcomes to be agreed with the Beacon Arts Centre for the year 2024/25</b> |                    |                        |

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## 1.0 PURPOSE AND SUMMARY

- 1.1  For Decision  For Information/Noting
- 1.2 The purpose of this report is to agree the performance outcomes for 2024/25 between Inverclyde Council and the Greenock Arts Guild Ltd who are the Board for the Beacon Arts Centre and to ask Committee to note that the funding agreements and service level agreements between the two organisations are being revised and updated to run on a three yearly basis.
- 1.3 The performance outcomes for 2024/25 are attached as Appendix 1 to this report.
- 1.4 Whilst initially the funding agreement between the Council and the Greenock Arts Guild was for 5 years and the service level agreement was to be refreshed on an annual basis, it is intended that the funding and service level agreements will both now be agreed on a three yearly basis. The Funding Agreement is being revised through Minutes of Variation to the original agreement and agreed between officers and the Greenock Arts Guild.

## 2.0 RECOMMENDATIONS

- 2.1 The Education and Communities Committee is asked to:
- Note the timescales for the review of the funding and service level agreements between the Greenock Arts Guild Ltd (the Board for the Beacon) and the Council will now move to a three year basis.
  - Agree the performance outcomes for the Beacon as outlined in Appendix 1.
  - Note that the Corporate Director, Interim Head of Legal & Democratic Services and Chief Financial Officer will finalise details of the Funding Agreement, Minute of Variation and Service Level Agreement
  - Note that the annual report in line with approved governance requirements will be presented to the Committee in the autumn

**Ruth Binks**  
**Corporate Director**  
**Education, Communities & Organisational Development**

### **3.0 BACKGROUND AND CONTEXT**

- 3.1 The Greenock Arts Guild Limited is a company limited by guarantee and runs the Beacon Arts Centre in Greenock. In January 2015, the Council agreed to make funding available to the Arts Guild to settle the final account for the works to build the Beacon and to address the risks associated with the revenue budget shortfall identified in their business plan. The Council and the Greenock Arts Guild entered into an eight-year funding and service provision agreement from 2015 - 2023.
- 3.2 The Education and Communities Committee has had regular and ongoing updates about the financial position of the Beacon and ongoing governance arrangements. The Council is not the only regular funder of the Beacon, they are currently a Regularly Funded Organisation (RFO) through Creative Scotland. A review of the 17/18 accounts led to the Council working alongside the Greenock Arts Guild Board to seek recovery options. As a result, the Council and Creative Scotland also provided additional funding to the Beacon in 2019 to help with the longer-term financial stability.
- 3.3 In recent times, the Beacon is on a much more stable footing, although risks do remain around arts venues in general and their ability to attract the required funding. The Beacon has significantly improved its Community Outreach work and, following on from COVID 19, visitor numbers are increasing.
- 3.4 In November 2023 the Policy and Resources Committee agreed revised arrangements for the Governance of External Organisations. Whilst there has been strong working relationships and monitoring of governance between the Council and the Greenock Arts Guild, this paper gives a chance to ensure that all of the agreements are in place and up to date and to ensure that the Education and Communities Committee has sight of key activities and performance indicators.
- 3.5 Prior to COVID 19 the Council and the then Director of the Beacon worked together to produce an ongoing service level agreement. This was not finalised and when the pandemic hit, the landscape for delivery changed significantly. It is now time to revisit the service level agreement and performance indicators for the Beacon.

### **4.0 PROPOSALS**

- 4.1 Updates to the Funding Agreement and associated agreements will be dealt with by way Minutes of Variation. The draft minute of variation to the funding agreement allows for the provision of additional ongoing Revenue Funding by the Council to the Greenock Arts Guild of up to a maximum of £180,000 per annum for a three-year period from 1 April 2024 (this is the current amount of funding). The Minute of Variation and the Funding Agreement set out that such funding will only be payable by the Council should the Greenock Arts Guild continue to comply with the terms of the Agreement and may only be used for the purpose as set out in the Agreement (i.e. to address the risks associated with the revenue budget shortfall identified in the business plan and as determined by the Chief Financial Officer).

Prior to finalising the Minute of Variation, Officers will consider the impact of the Subsidy Control Act 2022 on the proposed financial assistance to ensure compliance with the principles of the Act.

- 4.2 Appendix 1 is the proposed performance outcomes to be agreed with the Beacon for the year 2024/25. The appendix outlines activities, outcomes and performance indicators to be undertaken during the year. The agreement is closely linked to the requirements for Creative Scotland, thus ensuring a cohesive approach between the Beacon and its regular funders. It will also form the basis of a future business plan.
- 4.3 The Beacon's involvement in strong partnership working across Inverclyde is to be commended. The Inverclyde approach to "Culture Collective" was seen as sector leading and the Beacon were

integral to delivering on and taking forward the required outcomes. The community outreach of the programming has had extremely positive feedback, with those from some of the most deprived communities in Inverclyde having direct access to the arts through the work of the Beacon.

## 5.0 IMPLICATIONS

5.1 The table below shows whether risks and implications apply if the recommendation(s) is(are) agreed:

| SUBJECT   | YES | NO |
|---|-----|----|
| Financial   | X   |    |
| Legal/Risk  | X   |    |
| Human Resources   |     | X  |
| Strategic (Partnership Plan/Council Plan)                                     | X   |    |
| Equalities, Fairer Scotland Duty & Children/Young People's Rights & Wellbeing |     | X  |
| Environmental & Sustainability  |     | X  |
| Data Protection   |     | X  |

## 5.2 Finance

One off Costs

| Cost Centre | Budget Heading | Budget Years | Proposed Spend this Report | Virement From | Other Comments |
|-------------|----------------|--------------|----------------------------|---------------|----------------|
| N/A         |                |              |                            |               |                |

Annually Recurring Costs/ (Savings)

| Cost Centre       | Budget Heading | With Effect from | Annual Net Impact | Virement From (if Applicable) | Other Comments |
|-------------------|----------------|------------------|-------------------|-------------------------------|----------------|
| Cultural Services | PtOB           | 2024/25          | £180k             |                               |                |

## 5.3 Legal/Risk

This report is compiled in line with the governance of external organisations guidance for the council. Without the funding agreement and service level agreements in place there is a risk to the Council.

## 5.4 Human Resources

N/A.

## 5.5 Strategic

The Beacon Arts Centre is part of the culture and heritage group that contributes to the partnership plan.

## 5.6 Equalities, Fairer Scotland Duty & Children/Young People

### (a) Equalities

This report has been considered under the Corporate Equalities Impact Assessment (EqIA) process with the following outcome:

|   |  |
|---|--|
|   | YES – Assessed as relevant and an EqIA is required.  |
| X | NO – This report does not introduce a new policy, function or strategy or recommend a substantive change to an existing policy, function or strategy. Therefore, assessed as not relevant and no EqIA is required. |

### (b) Fairer Scotland Duty

Has there been active consideration of how this report's recommendations reduce inequalities of outcome?

|   |  |
|---|--|
|   | YES – A written statement showing how this report's recommendations reduce inequalities of outcome caused by socio-economic disadvantage has been completed. |
| X | NO – Assessed as not relevant under the Fairer Scotland Duty.  |

### (c) Children and Young People

Has a Children's Rights and Wellbeing Impact Assessment been carried out?

|   |   |
|---|---|
|   | YES – Assessed as relevant and a CRWIA is required.   |
| X | NO – Assessed as not relevant as this report does not involve a new policy, function or strategy or recommends a substantive change to an existing policy, function or strategy which will have an impact on children's rights. |

## 5.7 Environmental/Sustainability

Has a Strategic Environmental Assessment been carried out?

|   |   |
|---|---|
|   | YES – assessed as relevant and a Strategic Environmental Assessment is required.  |
| X | NO – This report does not propose or seek approval for a plan, policy, programme, strategy or document which is like to have significant environmental effects, if implemented. |

## 5.8 Data Protection

Has a Data Protection Impact Assessment been carried out?

|   |  |
|---|--|
|   | YES – This report involves data processing which may result in a high risk to the rights and freedoms of individuals.                                    |
| X | NO – Assessed as not relevant as this report does not involve data processing which may result in a high risk to the rights and freedoms of individuals. |

## 6.0 CONSULTATION

6.1 N/A.

## 7.0 BACKGROUND PAPERS

7.1 N/A.

Appendix 1 – Beacon performance outcomes 2024/25

| What will be delivered? |   | How will this be delivered?   | Due Date   | What difference will it make?   | Alignment to Inverclyde Partnership Plan |
|-------------------------|---|---|------------|---|--|
| 1                       | The Beacon Arts Centre will deliver a full programme of work throughout the year which will include performance, exhibitions, and engagement activities | <ul style="list-style-type: none"> <li>• Produce an ambitious and high-quality performance, exhibition, and engagement programme unique to Inverclyde, its residents, and visitors.</li> <li>• Ensure a balance of programming that attracts ticket sales while balancing commercial and creative programming.</li> <li>• Have a marketing and communications strategy to promote the Beacon to new audiences.</li> <li>• Actively seek out funding opportunities to enhance the reach of the projects and work undertaken by the Beacon</li> </ul> | March 2025 | To continue to <i>Light up Lives</i> in Inverclyde.<br>To give access to the residents of Inverclyde work of national significance. | Thriving Place                           |
| 2                       | Beacon Arts Centre deliver an active engagement and outreach programme.   | <ul style="list-style-type: none"> <li>• Work in partnership with third sector and community support organisations both at the Beacon and in the community</li> <li>• have an explicit and active outreach programme.</li> <li>• Engage with communities to co-design programmes that best meets their needs.</li> <li>• Play a pro-active role in the Inverclyde Alliance Culture and heritage partnership, actively seeking out opportunities to</li> </ul>   | March 2025 | Improves social cohesion.<br>Improves mental health.<br>Empowers individuals and groups.  | Empowered People.<br>Supportive place.   |

Appendix 1 – Beacon performance outcomes 2024/25

|   | What will be delivered?  | How will this be delivered?  | Due Date          | What difference will it make?  | Alignment to Inverclyde Partnership Plan  |
|---|--|--|-------------------|--|---|
|   |  | <p>work with other cultural institutions in Inverclyde.</p>  |                   |  |   |
| 3 | <p>To continue to offer a broad ranging programme of performances throughout the year. Making sure there is <i>something for everybody</i> in Inverclyde and beyond.</p> | <ul style="list-style-type: none"> <li>• Curate a broad range of work to include Comedy, Family, Variety, drama, music, and dance within our yearly programme.</li> <li>• Develop relationships with new producers and promoters.</li> <li>• Continue to work with the national companies and engage with the companies that are yet to visit Inverclyde.</li> </ul> | <p>March 2025</p> | <p>Raise the profile of Inverclyde. Improve social connectivity. Giving people of Inverclyde access to high quality arts and cultural opportunities.</p>                             | <p>Thriving place.</p>  |
| 4 | <p>To deliver our visual arts programme bi-monthly.</p>  | <ul style="list-style-type: none"> <li>• Work with our renowned Curator Fraser Taylor to continue with our exhibition offering through the year incorporating international, national, and local artist.</li> <li>• Provide one open submission per year for residents in Inverclyde both amateur and professional to showcase their work.</li> </ul>                | <p>March 2025</p> | <p>Raising the profile of Inverclyde Improve social connectivity. Giving people of Inverclyde access to high quality arts and cultural opportunities.</p>                            | <p>Empowered people<br/>Thriving place</p>  |
| 5 | <p>Increase engagement with the Beacon.</p>  | <p>We aim to deliver this by our audiences, through multi-generational entertaining and through provoking programming and participatory programmes addressing local need.</p> <ul style="list-style-type: none"> <li>• Increase event and hire customers by promoting the</li> </ul>   | <p>March 2025</p> | <p>Allows us to connect and develop a deeper understanding of the creative and cultural needs of all communities that live in Inverclyde and this accumulation of knowledge will</p> | <p>Impovered people.<br/>Healthy people and places.<br/>Supportive place.<br/>Thriving place.</p> |

Appendix 1 – Beacon performance outcomes 2024/25

|   | What will be delivered?              | How will this be delivered?  | Due Date   | What difference will it make?  | Alignment to Inverclyde Partnership Plan  |
|---|--------------------------------------|--|------------|--|---|
|   |                                      | <p>Beacon to local and national companies.</p> <ul style="list-style-type: none"> <li>• Provide our event and hire customers with a modern and fully accessible venue.</li> <li>• Provide community and education partners with well-planned and delivered projects and learning experiences.</li> <li>• Provide strategic partners with grass root knowledge of engagement.</li> <li>• Provide creative partners with space, technical, ticketing, marketing, theatre makers, producers, theatre companies, music partners, visual artist, artistic agencies, and new talent.</li> <li>• Monitor complaints and satisfaction/evaluation surveys and use these as a tool to improve practice.</li> </ul> |            | <p>allow us to shape our future programming.<br/>           Raises the self esteem and pride of those living in the area.<br/>           Allows people to explore relevant social and political issues and affect change.<br/>           Inspires people in Inverclyde to be creative and innovative improving mental and physical health.</p> |   |
| 6 | Equalities, Diversity, and Inclusion | <ul style="list-style-type: none"> <li>• Each team within the Beacon will have an EDI lead responsible for ensuring that the EDI policy is upheld and remains a flexible living document.</li> <li>• Ensure that the Beacon is representative of all the diverse, marginalised communities it</li> </ul>   | March 2025 | <p>Bringing communities together to ensure that the Beacon is representative of all communities in Inverclyde.<br/>           Breaking down cultural barriers.</p>   | <p>Empowering people<br/>           Healthy people and places<br/>           Supportive place<br/>           Thriving place</p> |



Appendix 1 – Beacon performance outcomes 2024/25

|   | What will be delivered?                                   | How will this be delivered?   | Due Date   | What difference will it make?  | Alignment to Inverclyde Partnership Plan            |
|---|---|---|------------|--|---|
|   |   | <p>serves and monitor appropriate EDI data.</p> <ul style="list-style-type: none"> <li>• Increase engagement with yet unpartnered, hardest to reach communities to bring creative and cultural experiences to all communities in Inverclyde.</li> </ul>   |            |  |   |
| 7 | To continue to work towards net zero                      | <ul style="list-style-type: none"> <li>• Continue to review and renew policies, procedures, and action plans in line with all new legislation.</li> <li>• Working with the Beacon Green Team to reduce our carbon footprint. Encourage audience and local staff, artists, and participants to use Inverclyde’s active travel route.</li> <li>• As a lead partner in Creative Carbon Scotland’s Climate Beacons Initiative, we will continue to partner with main stakeholders, Inverclyde Council, Inverclyde Libraries, Rig arts and Ian Parsons to progress in local initiatives.</li> <li>• Actively seek out funding opportunities to make the building more carbon neutral.</li> </ul> | March 2025 | <p>Making our building a sustainable resource for Inverclyde and for the future. Ensure that policies and programme address the climate emergency to consider the needs and perspectives of all communities in Inverclyde particularly those most vulnerable to climate impact. Promote public transport and other environmentally friendly modes of travel to reduce emissions in Inverclyde.</p> | <p>Healthy people and places<br/>Thriving place</p> |
| 8 | To deliver on our commitments of fair work for Inverclyde | <ul style="list-style-type: none"> <li>• All employees will be paid the real living wage or above.</li> <li>• Continue to improve the framework for staff induction,</li> </ul>   | March 2025 | <p>Making a huge difference to people lives – being paid a fair wage and fair conditions.</p>  | <p>Working people<br/>Healthy people and places</p> |

Appendix 1 – Beacon performance outcomes 2024/25

|   | What will be delivered?                          | How will this be delivered?  | Due Date          | What difference will it make?   | Alignment to Inverclyde Partnership Plan                      |
|---|--|--|-------------------|---|---|
|   |  | <p>supervision, and appraisals to ensure that staff have confidence to have open and honest discussions around concerns.</p> <ul style="list-style-type: none"> <li>• Programme various types – levels of work which create opportunities for entry to the creative industries for young people and early year creatives.</li> <li>• Link with the Council, the third sector and other partner agencies to ensure representation of equality and fairness and positive messaging around health and wellbeing within the programme – e.g., Black history month and mental health awareness week.</li> <li>• Develop all areas of skills development from work experience in schools to career pathways to emerging talent and to continue with staff personal development.</li> </ul> |                   | <p>Commitment to this area ensures a thriving workforce and healthy working culture and environment.<br/>To ensure that we are leaders in our field advocate fair working practise.</p> | <p>Empowered people</p>                                       |
| 9 | <p>A well governed and managed organisation.</p> | <ul style="list-style-type: none"> <li>• Ensure that the Beacon continues to be governed by a strong board of trustees whose experience and skills will cover a range of relevant sectors including business, political, civil service, education,</li> </ul>  | <p>March 2025</p> | <p>Good governance and management will secure the future of the Beacon.<br/><br/>Representing cultural and arts provision in Inverclyde on a national platform.</p>                     | <p>Working people<br/>Empowered people<br/>Thriving place</p> |

Appendix 1 – Beacon performance outcomes 2024/25

|    | What will be delivered?                                | How will this be delivered?   | Due Date          | What difference will it make?   | Alignment to Inverclyde Partnership Plan |
|----|--|---|-------------------|---|--|
|    |  | <p>community engagement, and legal.</p> <ul style="list-style-type: none"> <li>The board will represent the area of Inverclyde and will be committed to raising the profile of the Beacon and Inverclyde.</li> <li>Ensure high quality leadership and management is in place to oversee the strategic and day to day running of the Beacon.</li> </ul>  |                   | <p>Ensure Inverclyde’s place in the Scottish arts scene.</p>  |  |
| 10 | <p>Constant identification and management of risk.</p> | <ul style="list-style-type: none"> <li>Maintain a Risk register which will be reviewed and updated monthly by the senior leadership team and alert funders to any specific risks that may affect the future of the Beacon.</li> <li>Finance and general purposes committee will meet bi-monthly with the risk register being a standard item on the agenda.</li> <li>Attend regular governance meetings with Inverclyde Council and maintain links with the Council through allowing attendance at Board meetings.</li> </ul> <p>Representative on the board from Inverclyde Council ensures constant monitoring.</p> | <p>March 2025</p> | <p>Long term viability and security of the Beacon for Inverclyde council.</p> <p>A sustainable business.</p> <p>Good use of public funds.</p> <p>Mitigating Health and safety will ensure a safe working environment.</p> <p>Ensuring our doors remain open for the people of Inverclyde.</p> | <p>Healthy people and places.</p>        |

Appendix 1 – Beacon performance outcomes 2024/25

| What will be delivered? |   | How will this be delivered?   | Due Date   | What difference will it make?  | Alignment to Inverclyde Partnership Plan |
|-------------------------|---|---|------------|--|--|
|                         |   | (Areas of focus for the current risk register are financial, health and safety, employee wellbeing and climate. Areas that can pose greater risk to the organisation such as catering and IT have been outsourced to ensure effective expert delivery and protecting financial, business critical and reputational risk areas of the Beacon). |            |  |  |
| 11                      | Number of people attending performances, events, exhibitions, and creative engagement workshops | Targets as in table below   | March 2025 | A sustainable business<br>Greater awareness of Inverclyde.<br>Bringing new patrons/tourists to the venue | Thriving place<br>Working people         |

|  | 01 April 2023 – 31 March 2024 | Targets – 1 April 2024 – 31 March 2025 |
|--|-------------------------------|--|
| Total number of visitors                 | 75,206                        | 80,000                                 |
| Attendances at exhibitions               | 1,700                         | 2,000                                  |
| Creative engagement sessions             | 438                           | 440 (covering all 6 localities)        |
| Creative engagement session participants | 15,000                        | 15,500                                 |