

**Culture and Sport Glasgow (trading as Glasgow Life)**

***(A Company which is a Scottish charity (Scottish charity number SC037844) incorporated in Scotland under the Companies Acts with company number SC313851)***

MINUTE of a MEETING of the Board of Directors of Culture and Sport Glasgow held at the City Halls, Glasgow on 2 September 2010 at 10.30am.

Present: Councillor George Redmond (Chair)  
Councillor Stephen Curran  
Sir Angus Grossart  
Councillor Allison Hunter  
Bailie Jean McFadden  
Lord Macfarlane of Bearsden  
Dr Bridget McConnell (Chief Executive)  
Councillor Anne McTaggart  
Rt Hon George Reid  
Mr Mel Young  
Bailie Allan Stewart

Attending: Martin Booth, Director of Finance, Susan Deighan, Director of Corporate Services and Community Planning, Ian Hooper, Director of Sport and Special Projects, Jill Miller, Director of Cultural Services, Mark O'Neil, Director of Research, James Doherty, Media Manager and Avril Lewis, Business Support Manager all Culture and Sport Glasgow.

**1 Welcome, notice and quorum.**

Lord Macfarlane welcomed all present to the meeting and in particular Councillors George Redmond and Bailie Jean McFadden.

Having noted that the relevant notice had been issued and a quorum was present, the Board agreed to proceed to business as hereinafter minuted.

**2 Removal and Appointment of Directors noted.**

There was submitted a report by the Chief Executive advising of recent removal and appointments of Directors of the Culture and Sport Glasgow Board namely:-

- (i) In terms of Article 43.2 of the Company's Articles of Association, Bailies Gordon Matheson and Elizabeth Cameron had been removed from Office by Written Notice to this effect and submitted to the Company by Glasgow City Council; and
- (ii) In accordance with Article 43.1 Glasgow City Council at its meeting on 24 June 2010 appointed Bailie Jean McFadden and Councillor George

Redmond as Partner Directors (Written Notice having been given to the Company to this effect).

The Board noted the removals and appointments.

**3 Appointment of Chair agreed.**

Lord Macfarlane advised that as a result of Bailie Cameron's removal from the Board the position of chair required to be considered.

Thereafter, Lord Macfarlane, seconded by Councillor Stephen Curran moved that the Board appoint Councillor George Redmond as Chair of the Board. The Board unanimously agreed.

**4 Chair's remarks.**

Councillor Redmond thanked Lord Macfarlane for his nomination and the Board for appointing him as Chair. Thereafter he gave the Board a brief resumé of his background and positions held at Glasgow City Council and indicating that he had already toured a number of the facilities and had met staff and was looking forward to his role as Chair and in particular sharing a common vision and strategy particularly with regard to the challenges that lay ahead.

**5 Apologies.**

No apologies were submitted.

**6 Minutes of previous meeting approved**

The minute of the previous meeting of 23 June 2010, having been circulated prior to the meeting, was approved.

**7 Matters arising**

With reference to the minute of 23 June 2010 and those paragraphs:-

8(a) A report was included under item 7 Chief Executive's Update.

8(f)(C)(IV) The Board noted that the question of legal advice to the Culture and Sport Glasgow Trading CIC would be discussed further at the strategy meeting to be held immediately after the Board Meeting and lunch.

10(c)(II)(B) The Board noted that the Risk Register and a covering note had been issued to the Board following the June meeting.

**8 Report by Chief Executive approved and delegated authority to the Chief Executive.**

There was submitted a report by the Chief Executive outlining a number of issues on which she advised:-

(1) With regard to the Dehli Flag Handover

- (a) it was confirmed that there would be 350 individuals participating in the Handover and representing every Local Authority area within the country;
- (b) that there would be a 3 week boot camp in Glasgow as part of the preparation for the handover ceremony;
- (c) that one of the many benefits was that Jilly Blackwood, a designer and visual artist who had never worked on this scale before was developing key skills which would assist her in developing the skills of other artists within Glasgow; and
- (d) that Glasgow Caledonian University was leading on research looking at the impact that participating in the handover event had on those involved; and
- (e) on other associated organisational matters.

The Board noted the progress to date and that further information would be available at the next Board meeting.

(2) With regard to HR issues

- (a) that four members of the Directorate had attended a day long conciliation meeting at ACAS which had been spent agreeing a process to move forward and resulting in a schedule of 6/7 meetings; and
- (b) that the aim was to ensure that the entire process was concluded by 31 October 2010.

The Board noted the position.

(3) With regard to the budget strategy that:-

- (a) there were serious challenges ahead, in particular with the reduction to service fee from Glasgow City Council over the next three financial years;
- (b) there were concerns for the service should the Scottish Government choose to protect key service areas which would inevitably mean much larger cuts for the organisation ;
- (c) the real driver for the organisation would be generating income and that consultants had recently reviewed the sports service area and had indicated that
  - (i) £1.9m could be generated over the next two years but that this would require different approaches and different mindsets by staff; and
  - (ii) a review of how the business was operated, together with the flexibility needed, was required to take this forward;
- (d) there were a number of reviews ongoing to identify areas where costs could be reduced, including a review of back office and support staff and

one looking at developing a more integrated workforce and information was provided on possible outcomes of these; and

- (e) Cosla had agreed a 3 year pay deal with Local Authorities which amounted to an increase of 0.65% in the current financial year and thereafter a pay freeze for two years.

After a full discussion the Board

- (i) noted the position and that an update would be given at the next Board meeting; and
  - (ii) agreed to give authority to the Chief Executive as discussed.
- (4) With regard to the Glasgow Boys that this had been a major success story to date in terms of the quality of the exhibition, visitor numbers and the subsequent impact on retail sales.

Lord Macfarlane then advised

- (a) that when the project was started the target was 100,000 visitors and that that visitor numbers were just about to pass 90,000 and aspirations had changed to 104,000;
- (b) that the basis for this was that a 1948 exhibition at Kelvingrove featuring Van Gogh had 103,000 visitors and if this figure could be overtaken then it would be a tremendous achievement for the exhibition; and
- (c) on the developing relationship with the Royal Academy and the arrangements that will be in place for the exhibition in London.

Councillor Redmond on behalf of the Board thanked Lord Macfarlane for his involvement and his efforts in making the exhibition such a success.

## **9 Financial update approved.**

There was submitted a report by the Director of Finance outlining the Company's financial performance for the period up to 6 August 2010

- (a) advising that the overall position at Period 5 was a positive variance of £882,000 for Glasgow Life;
- (b) that the principal reason for this variance was a strong performance from the CIC particularly retail performance at Kelvingrove and close management of staff costs and vacancies;
- (c) that there remained an ongoing challenge to the finance team in improving the quality of financial reporting by decreasing the time to produce reports and to increase the quality of budget profiling;
- (d) that a project plan was being pulled together with a long term target of reducing the time taken to produce period accounts from four weeks to a target of two weeks; and

- (e) that a full time Financial Controller had been appointed and would commence on 6 September 2010.

The Board noted the Period 5 financial position and the ongoing process of improving reporting.

#### 10 **Banking approved.**

There was submitted a report by the Director of Finance advising:-

- (i) the Board had a need to ensure that cheques made payable to Glasgow Life or any of the related sub brands could be paid into Culture and Sport Glasgow's bank account at the Royal Bank of Scotland; and
- (ii) that in order to facilitate this Alistair Miller, Glasgow Life Accounts Manager required to be authorised to sign the Royal Bank of Scotland Company Indemnity Deposit of Third Party Payee Cheques specified Payee(s) Form.

Thereon there was produced to the meeting the form of indemnity provided to the company by its bankers, Royal Bank of Scotland plc and the board, having fully considered its terms and its implications, agreed that the company's bankers should be provided with an indemnity in the form provided and that accordingly, it was resolved that the said form should be entered into so as to bind the company to the bank upon the terms of the said indemnity and that Alistair Miller was authorised to sign the said form of indemnity and was authorised to forward the same together with a certified true copy of this resolution to the company's bankers forthwith.

#### 11 **Performance Report noted**

There was submitted and noted a report by the Director of Corporate Services and Community Planning updating the Board on the Company's Non Financial Performance and Staffing Levels for the period from April to July 2010:-

- (i) advising of performance on or exceeding target in relation to two performance indicators and below target in four indicators;
- (ii) outlining the reasons for the downturn in performance in relation to the number of visitors to Kelvingrove, visits to libraries and the number of times terminals are used, together with the number of attendances at indoor and outdoor sport and leisure facilities; and
- (iii) summarising full-time staffing levels and the Company's sickness absence.

After consideration and having heard the Director speak in relation to some discrepancies between manual counting and the electronic eye at Kelvingrove, the Board noted the Performance report and that a further report regarding counting at Kelvingrove would be submitted to a future meeting.

#### 12 **Voluntary Income and Fundraising approved**

There was submitted a report by the Director of Corporate Services and Community Planning advising of:-

- (i) the success of Glasgow Life's Fundraising Team;
- (ii) current activity which ranged from sponsorships to supporter care; and
- (iii) the need to identify opportunities for the future development of fundraising activity within the Company.

After discussion the Board

- (a) noted the report; and
- (b) approved the undernoted:-
  - (i) that the support of Board Members be sought to become active advocates in ongoing fundraising and relation management of sponsors;
  - (ii) that the assistance of an individual be sought, who had regular contact with the trustees of major art funders and who can broker visits, lead applications and be recruited under critical friends/advisory role; and
  - (iii) that a Fundraising Advisory Group be set up and chaired by a Board Member or supporter who had the qualities detailed within the report.

**13 Collections Agreement – Performance for the Period from 1 April 2009 to 31 March 2010 noted – Instruction to Director of Corporate Services and Community Planning**

There was submitted a report by the Director of Corporate Services and Community Planning providing the Board with Performance information in respect of the Collections Agreement:-

- (i) advising that the Collections Agreement required that Culture and Sport Glasgow keep Glasgow City Council informed of progress of the performance of the Culture and Sport Glasgow obligation; and
- (ii) detailing a summary of information relating to the Collections Agreement for the period from 1 April 2009 to 31 March 2010.

After consideration, the Board

- (a) noted the report; and
- (b) instructed the Director of Corporate Services and Community Planning to forward the report to Glasgow City Council for information.

**14 Disposal of Items from Glasgow Museums Collection approved**

There was submitted a report by the Director of Corporate Services and Community Planning advising the Board of recommendations concerning the repatriation of skeletal remains of three indigenous Australians and to allow the

Board to exercise its responsibilities in respect of the Museums Acquisitions and Disposal Policy as regards repatriation of human remains.

After consideration the Board:-

- (i) noted the compliance with the Museums Acquisitions and Disposal Policy and approved the repatriation of items as detailed within the report;
- (ii) approved the request of the repatriation of the indigenous Australian human remains to the Office of Indigenous Policy Co-ordination; and
- (iii) agreed that the Report be referred to Glasgow City Council's Executive Committee for their approval.

**15 Mitchell Library Withdrawal Policy noted – Instruction to Director of Corporate Services and Community Planning**

There was submitted a report by the Director of Corporate Services and Community Planning advising the Board of the development of a Withdrawal Policy which would allow the planned disposal of certain types of general stock which for the purposes of this Policy, comprised non valuable, non unique material thereby contributing to the overall efficiency and effective management of the Mitchell's collection.

After consideration the Board:-

- (i) noted
  - (a) the Withdrawal Policy; and
  - (b) the disposal of items from the Library Collections would be the responsibility of the Head of Libraries and that a list would be presented to the Culture and Sport Glasgow Board regarding such items; and
- (ii) agreed that the Withdrawal Policy be referred to Glasgow City Council for final approval.

**16 Glasgow Royal Concert Hall Update noted**

There was submitted a Report by the Director of Cultural Services:-

- (i) advising that the programming for the 2010/11 season at the Glasgow Concert Halls was nearing completion with most shows already on sale with an emphasis on minimalism, artists in residence, festival oriented programming, increased emphasis on outreach/development while continuing to serve the core classical audience;
- (ii) intimating that the vacancy of Head of Marketing had created an opportunity to reassess the marketing needs of the Concert Halls and Celtic Connections and as such a Marketing Consultant and Audience Development Specialist had been engaged to work with the existing marketing team and that to date she had focused on campaign planning for Celtic Connections, new media marketing for all projects, advocacy and communications strategies and that in due course she would also

advise on the broader strategic questions of arts marketing within Glasgow Life;

- (ii) confirming that there were currently cross Company Working Groups reviewing front of house, technical and box office functions with the outcomes feeding into the Service Reform Reviews;
- (iv) advising that the Café at the Glasgow Royal Concert Hall had been identified by Cordia for refurbishment before the end of 2010 with planning at an early stage but including a new food preparation and service area and an increase in covers by approximately 20-28;
- (v) indicating that the RSNO and Glasgow Life had collaboratively developed a project to extend the Glasgow Royal Concert Hall into land owned by Glasgow City Council creating a new versatile space for the RSNO to rehearse in and an enhanced physical infrastructure for Glasgow Life to programme and commercially exploit and that an Outline Business Case was submitted to the Scottish Government at the end of August 2010 with an in principle decision expected early 2011;
- (vi) advising that a 20 year planned preventative maintenance report which took account of any backlog maintenance, especially at the Glasgow Royal Concert Hall had been produced and that an initial three year programme had fed into a Property Report on all Glasgow Life leased properties and associated key buildings and this would be considered by Glasgow City Council as part of a review of its overall capital requirements and a further report would be made to the Board once feedback was received from the Council; and
- (vii) updating information on the financial operation and the transfer on to Glasgow Life's systems and advising that a small project team had been established with work being completed by the end of the calendar year.

After consideration the Board noted the report.

#### **17 East End Healthy Living Centre**

There was submitted a report by the Director of Sports and Special Projects providing an update on the East End Healthy Living Centre and Glasgow Life's potential future involvement as an operator of the sports elements at the venue, with overall responsibility for the Facility Management for the venue resting with Glasgow East Regeneration Agency.

After consideration the Board agreed that discussions with Glasgow East Regeneration Agency and the Glasgow East Community Health Care Partnership be continued with a view to concluding on the business model proposal and accompanying service legal agreement and that a further report be submitted to the Board for approval.

#### **18 Capital Projects Update Noted**

There was submitted a Report by the Director of Sports and Special Projects regarding an update on the Capital Programme and advising of the progress on a number of projects. After consideration the Board noted the information on the projects included in the Capital Programme.