

**Culture and Sport Glasgow**  
**(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 Glasgow Museums  
Resource Centre, Glasgow on 18  
June 2009 at 10.30am.

Present:            Bailie Elizabeth Cameron (Chair)  
                      Councillor Aileen Colleran  
                      Councillor Stephen Curran  
                      Sir Angus Grossart  
                      Councillor Allison Hunter  
                      Bridget McConnell (Chief Executive)  
                      Lord Macfarlane of Bearsden  
                      Councillor Steven Purcell  
                      The Rt Hon George Reid  
                      Lord Stevenson (by conference  
                      phone)  
                      Bailie Allan Stewart

Attending:        Charles Beattie, Director of Finance/Deputy Chief Executive; Alan  
                      Boag, Media Officer, Susan Deighan, Director of Strategic Planning  
                      and Corporate Services; Ian Hooper, Director of Special Projects,  
                      Anthony McReavy, Director of Development and Commercial  
                      Operations; Mark O'Neill, Head of Art and Museums (for part); Anne  
                      Gilmour, Liaison Officer all Culture and Sport Glasgow; and Dr  
                      Kenneth Chrystie, Chair of Culture and Sport Glasgow (Trading) CIC  
                      Board.

**1        Welcome and opening remarks noted.**

Bailie Cameron welcomed all present to the meeting, including Dr Kenneth Chrystie, Chair of Culture and Sport Glasgow (Trading) CIC Board.

The Board noted that Glasgow City Council was no longer providing clerking services to Culture and Sport Glasgow. On behalf of the Board, the Chair expressed her thanks to Tony O'Neill for his contribution and clerking service to the Board and asked that best wishes be conveyed to him. She indicated that the clerking would now be undertaken by Anne Gilmour, Liaison Officer.

## The Chair

- (1) further reported that since the last Board meeting
  - (a) she had visited Stravanger in relation to the regeneration of the city and the impact and legacy from its European City of Culture status in 2008;
  - (b) she had visited the Riverside Museum site with Mike Russell the Minister for Culture, External Affairs and the Constitution who had confirmed the national and international significance of Glasgow's Collections and that this recognition should assist ongoing fundraising; and
  - (c) that she had been invited to join the RSAMD Development Foundation Board; and
- (2) advised that The European Capital of Cultural Award celebrates its 25th Anniversary in 2010. Les Recontres of which she is Vice Chair will be marking this with a meeting of all the Cultural Capitals.

## 2 **Notice and quorum agreed.**

Having heard the Chair advise that relevant notice of the meeting had been issued and a quorum was present, the Board agreed to proceed to business.

## 3 **Presentation by Director of Special Projects and Head of Arts and Museums – Riverside Museum displays and building progress noted.**

The Board noted a presentation by Ian Hooper, Director of Special Projects and Mark O'Neill Head of Arts and Museums in respect of the Riverside Museum

- (1) advising of the layout and shape of the building, the key exhibition themes being developed, as well as the proposals for signage;
- (2) intimating the target audiences
  - Families
  - Schools (5-14)
  - Under fives
  - Teens
  - Sensory Impaired; and
- (3) detailing the budget position, the current status of the project and timescales for the building programme, which was due to be completed by the end of March 2011.

The Board thanked Ian Hooper and Mark O'Neill for the presentation.

4 **Presentation by Dr Kenneth Chrystie, Chair of Culture and Sport Glasgow (Trading) CIC Board noted**

Dr Chrystie presented an overview of the Culture and Sport Glasgow (Trading) CIC Board outlining its membership, remit and responsibilities and highlighting its successes and achievements, specifically in relation to the its financial performance, improvements to the quality of retail, implementation of initiatives recommended by Consultants 20:20 and outlined proposed improvements to Venue Hire.

The Board

- (1) thanked Dr Chrystie for the presentation; and
- (2) noted an invite to Bailie Cameron to attend a future meeting of the Culture and Sport Glasgow (Trading) CIC Board.

5 **Minute of the Audit Committee held on 23 March 2009 approved**

The minute of the Audit Committee held on 23 March 2009, having been circulated prior to the meeting, was approved.

6 **Minutes of previous meeting approved.**

The minute of the previous meeting of 23 March 2009, having been circulated prior to the meeting, was approved.

7 **Matters arising.**

With reference to the minute of 23 March 2009 and those paragraphs entitled;

Item 7 (4) Chief Executive's Report.

It was noted that the Company's Articles of Association had been altered in respect of membership of the Nominations Committee as detailed in the Record of Decision signed by Glasgow City Council, a copy of which was attached to the minute;

Item 9 (1) Report by Director of Strategic Planning and Corporate Services.

It was noted that the revised Code of Conduct had now been signed by all Board Directors

Item 11 Capital Programme Report.

It was noted that the presentation on the proposals for the displays at the Riverside Museum had been heard at item 4 of this Agenda; and

Item 12 AOCB

The Board noted that the more detailed staffing report requested by Lord Macfarlane was included at item 11 (4) of this Agenda; and

The information regarding representation of senior officers at Committee and official meetings had been sent to all Board members, as requested by Sir Angus Grossart.

After discussion, the Board

- (1) noted
  - (a) a number of actions, which would reduce the time spent by senior officers at formal committees and meetings; and
  - (b) that the Company was not being perceived as a charitable organisation separate from the Council by a number of potential funding organisations which was impacting on the ability to attract external funding streams; and
- (2) agreed that the Chief Executive raise the issues influencing the perception of the Company with the Chief Executive of Glasgow City Council.

## **8 Reports by the Chief Executive**

### **(1) Chief Executive's Update noted**

There was submitted a report by the Chief Executive providing an update on a number of strategic issues during which she highlighted

- (a) Culture and Sport Glasgow's response to the current economic challenges and proposed actions to identify more efficient ways of working and delivering services, including participation in Glasgow City Council workstreams to review ways of working and generating efficiencies, and the establishment of internal workstreams which would focus on a number of areas within Culture and Sport Glasgow to establish potential efficiencies and or greater income generation;
- (b) that the launch of the second Annual Review and Public Meeting was being planned for 15 September 2009 to be held in the Mitchell Library followed by a programme of Area based public meetings which would focus on local area services; and
- (c) that the Capital projects being carried out in readiness for the 2014 Commonwealth Games were progressing well and to budget and that the tendering process for the creative brief for the Delhi Flag Handover would commence shortly.

After consideration, the Board noted

- (i) the Chief Executive's update; and
- (ii) that a report would be submitted to the September meeting of the Board on the initial outcomes from both the Culture and Sport Glasgow and Glasgow City Council's workstreams with savings identified and implications for service delivery.

**(2) Review of Governance of Cultural Venues by Glasgow City Council noted**

There was submitted a report by the Chief Executive advising

- (a) that Glasgow City Council (GCC) had commissioned a review of the governance and management of cultural venues operated by Glasgow Cultural Enterprises Ltd (GCE) including
  - Glasgow Royal Concert Hall
  - The City Halls
  - Old Fruitmarket;
- (b) The review suggested that there may be potential benefits of incorporating GCE operations into Culture and Sport Glasgow; and
- (c) that a working group would be established to consider the options suggested in the report and that this Group would include representatives from the Council, Culture and Sport Glasgow and GCE along with other stakeholders and external expert advisors.

After discussion the Board noted

- (i) that Directors and Senior Managers were providing information and participating in the review outlined above; and
- (ii) that recommendations and resultant implications for Culture and Sport Glasgow would be brought forward for consideration by the Board in the autumn.

**(3) Nominations committee membership and chairperson approved**

There was submitted a report by the Chief Executive recommending membership and Chair of the Nominations Committee.

After consideration, the Board agreed the membership and Chair of the Nominations Committee as follows:-

Bailie Elizabeth Cameron (Chair)  
Lord Macfarlane  
Bridget McConnell  
Councillor Stephen Curran

**(4) Influenza A (H1N1)**

The Chief Executive reported that there were 6 members of staff within the company diagnosed with the A H1N1 flu virus and that the situation was being monitored daily in line with guidance from the Health Authorities and Scottish Government.

**(5) Media Updates**

There was tabled a package of copied media/press/broadcasts relating to Culture and Sport Glasgow. The Chief Executive advised that in future these would be emailed to Company Directors on a monthly basis.

**9 Reports by Director of Finance.**

**(1) Culture and Sport Glasgow Financial Performance to 31 March and 8 May 2009 approved.**

There was submitted a report by the Director of Finance outlining the company's financial performance for the periods from 1 April 2008 to 31 March 2009 and 1 April to 8 May 2009

- (a) advising of income of £91.7m against a budget of £90.8m and expenditure of £91.7m against a budget of £90.6m to 31 March 2009 and income of £9.3m against a budget of £9.3 and expenditure of £9.2m against a budget of £9.2 for the period to 8 May 2009; and
- (b) detailing explanations in respect of the information provided.

After discussion the Board approved the report.

**10 Reports by Director of Strategic Planning and Corporate Services.**

**(1) Disposal report approved**

There was submitted a report by the Director of Strategic Planning and Corporate Services recommending disposal of items from the Collections advising

- (a) of the deterioration of 266 frozen natural history specimens which were no longer suitable for preservation; and
- (b) that the Hancock Museum in Newcastle, which currently had 27 frozen natural history specimens on loan, had requested their permanent transfer for mounting on new displays in the 'Great North Museum' opening in 2009.

After consideration the Board approved

- (i) the disposals as detailed in the report; and
  - (ii) referred the matter to Glasgow City Council's Executive Committee for approval.
- (2) Culture and Sport Glasgow Property Portfolio delegated authority approved**

There was submitted a report by the Director of Strategic Planning and Corporate Services

- (a) providing a progress update on the lease negotiations, the revenue, the staffing and income of those properties previously approved by the Board to transfer to the Culture and Sport Glasgow property portfolio;
- (b) advising that Glasgow City Council had asked Culture and Sport Glasgow to formally manage the St Francis Centre on its behalf;
- (c) outlining the works progressing at Scotstoun Stadium to provide a new athletics field and track training facility advising of the subsequent additional service fee being negotiated with Glasgow City Council, required to operate the expanded facility; and
- (d) intimating that discussions were ongoing with the Scottish Rugby Union regarding the proposed use of the facility by Glasgow Warriors as a training facility.

After consideration the Board

- (i) noted the information on the additions to the Property Portfolio managed by Culture and Sport Glasgow including the development at Scotstoun Stadium; and
  - (ii) delegated authority to the to the Chief Executive and her Directors to negotiate to completion, with Glasgow City Council the lease for the St Francis Centre.
- (3) Culture and Sport Glasgow Annual Performance Report 2008/09 noted**

There was submitted a report by the Director of Strategic Planning and Corporate Services

- (a) outlining Culture and Sport Glasgow's performance in its second year as a Charitable Company;
- (b) highlighting some of the key achievements set within the context of significant challenges such as fundraising and income generation in the

current economic climate alongside the Services Agreement with Glasgow City Council, Glasgow's Single Outcome Agreement and the Council Plan; and

- (c) indicating plans for future improvement and challenging targets for 2009/10.

After consideration the Board noted the Culture and Sport Glasgow Annual Performance Report 2008/09.

**(4) Performance Report noted.**

There was submitted and noted a report by the Director of Strategic Planning and Corporate Services updating the Board on the company's non financial performance for the period from 1 April 2009 to 31 May 2009 and the Company's staffing levels as at 31 March 2009

- (a) advising that a total of 4 of the 6 non-financial key performance indicators identified were scheduled to either meet or exceed the year end targets, with 2 indicators (relating to the number of visits to libraries and the number of times terminals used) below targeted performance, mainly as a result of industrial action in early April which affected 7 community libraries across the city; and
- (b) outlining action being taken to improve the number of visits to libraries and use of terminals.

After consideration the Board noted the performance report to 31 May 2009.

**(5) Culture and Sport Glasgow Planned Investment Programme Year 3 noted**

There was submitted a report by the Director of Strategic Planning and Corporate Services seeking approval for Year 3 of the Planned Investment Programme, advising

- (1) that Culture and Sport Glasgow Year 2 Planned Investment Programme was currently underway and that 14 out of 19 projects completed, 4 in progress and one cancelled;
- (2) that Glasgow City Council's Executive Director of Financial Services had intimated that £1.5million would be available to carry out Year 3 of the programme;
- (3) that the criteria identified within Year 1 and 2 of the Property Agreement had been applied; and
- (4) of a proposed list of projects to be undertaken (outlined in an appendix to the report) which had been divided into the following strategic groups
  - (a) heating and ventilation;



- (b) roof and associated works;
- (c) building infrastructure; and
- (d) city-wide.

After consideration, the Board approved Year 3 of the Planned Investment Programme.

**(6) Collections Agreement – Performance for the period from 1 April 2008 to 31 March 2009 instruction to Director of Strategic Planning and Corporate Services**

There was submitted a report by the Director of Strategic Planning and Corporate Services providing the Board with performance information in respect of the Collections Agreement

- (a) advising that the Collections Agreement required that Culture and Sport Glasgow keep Glasgow City Council informed concerning the performance of its obligations under the agreement; and
- (b) detailing a summary of Culture and Sport Glasgow's performance under the Collections Agreement from 1st April 2008 to 31st March 2009 (incorporating 4<sup>th</sup> quarter performance).

After consideration, the Board

- (i) noted the report; and
- (ii) instructed the Director of Strategic Planning and Corporate Services to forward the report to Glasgow City Council for information.

**11 Capital Programme Update noted.**

There was submitted a report by the Director of Special Projects regarding an update on the Capital Programme, advising of the progress on a number of projects.

After discussion, the Board

- (1) noted the report; and
- (2) agreed that a presentation be made at the next meeting on the progress of the National Indoor Sports Arena.

12 **AOCB**

- (1) Lord Macfarlane expressed concern at the length of time between Board meetings, particularly in the current economic climate. The Chief Executive agreed to look at the dates for next year and submit a programme to the next meeting.

13 **Close of business.**

There being no further business the Chair declared the meeting closed.

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Chair