

ITEM

**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 in the Kelvingrove Art Gallery and Museum, Glasgow on 24 June 2015 at 10am.

Present: Councillor Archie Graham OBE (Chair)
John McCormick
Lee McConnell
Dilawer Singh MBE
Councillor Emma Gillan
Councillor Frank McAveety
Professor Lesley Sawers
Councillor David McDonald

Attending: Susan Deighan, Chief Operating Officer; Ian Hooper, Director of Sport and Infrastructure Support; Jill Miller, Director of Cultural Services; James Doherty, Media Manager; Kathryn Greehy, Governance and Risk Manager; and Allan Drysdale, Governance and Liaison Officer, all Culture and Sport Glasgow.

Apologies: Sir Angus Grossart
Mel Young
Councillor Soryia Siddique
Dr Bridget McConnell CBE

1. **Welcome, Notice and quorum noted.**

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. **Apologies noted.**

The Board noted that apologies had been received from Sir Angus Grossart, Mel Young, Councillor Soryia Siddique, and Dr Bridget McConnell. The Chair advised that Dr McConnell's absence was due to recent surgery and the Board wished her a speedy recovery.

3. Minute of previous meeting approved.

The minute of the previous meeting of 18 March 2015 was submitted and approved.

4. Matters arising noted.

The Board noted that with reference to the minute of 18 March 2015 and the paragraphs

5(a) that a verbal update in relation to the Burrell Renaissance would be provided at Item 5(1) on the agenda; and

7(1) that a further update in relation to HR would be provided at item 6(4) on the agenda.

5. Update by the Chief Executive noted and agreed.

(1) There was a verbal update provided by the Chief Operating Officer in relation to the Burrell Renaissance which advised:

(i) that Glasgow City Council had approved funding for the next stage of the development masterplan, with an agreement to fund up to half of the capital cost, following the successful outcome of the Heritage Lottery Fund round 1 application for £15m;

(ii) that in relation to the proposed tour, discussions were progressing with the Metropolitan Museum of Art, and the Frick, both in New York, along with the Museum of Fine Arts in Boston, as well as establishing contact with the British Council in Korea, and through them the Siwall Agency, who deliver exhibitions there and have previously worked with the V & A and British Museum; and

(iii) that a number of key posts to support the project had been filled including Content Manager, Tour Manager, and a Communications Specialist.

After consideration the Board noted the update in relation to the Burrell Renaissance and that a further update, including more detail on timescales, would be provided to the next meeting.

(2) There was a verbal report by the Director of Sport and Infrastructure Support with regard to the 2018 European Sports Championships which advised of ongoing discussions with sporting bodies around which sports would be involved, as well as initial proposals for infrastructure requirements.

After consideration the Board noted the verbal update in relation to the 2018 European Sports Championships and that a more detailed report, including the governance structure, would be provided to the next Board meeting.

(3) There was presented a report which updated the Board on the Company's financial performance to Period 3 (5 June) which advised that:

(i) the overall position was a surplus of £1,216k against a budgeted surplus of £987k, which was a positive variance of £229k;

(ii) overall income was £778k behind budget, although Glasgow Club maintained a strong performance and was £160k ahead of the same stage last year, albeit slightly behind budget for the period;

- (iii) overall expenditure had a positive variance of £1,007k, which was largely as a result of savings of £673k on employee costs;
- (iv) the CIC showed a profit to date of £363k, which was £63k behind budget, with the works at Glasgow Royal Concert Hall, the rollout of the vending contract, and the loss of the Newsquest Contract impacting on income; and
- (v) with regard to the final accounts for 2014/15, auditors were on site and progressing well with the audit, with a positive audit report expected, and an anticipated deficit of £1.1m, which would leave unrestricted reserves of £700k.

After consideration the Board noted the Period 3 financial position and the progress on the 2014/15 final accounts.

6. Reports by Chief Operating Officer

(1) A Vision for Glasgow Libraries agreed.

There was presented to the Board the Vision document which had been produced by the Vision for Glasgow Libraries Project Board.

After consideration the Board thanked John McCormick, and the Project Board for the significant amount of work carried out in producing the document and, agreed to approve the Vision document.

(2) Macmillan@Glasgow Libraries noted.

There was presented to the Board a report which provided an update on the work of Macmillan@Glasgow Libraries which advised that:

- (i) following the evaluation of the project published in December 2014 a successful application was made to Macmillan Cancer Support for another round of funding for almost £1m for the period September 2015 – September 2018; and
- (ii) the key priorities for this period would be:
 - Sustainability
 - Volunteering
 - Learning and Development
 - Evaluation and Monitoring
 - Future Development

After consideration the Board noted the update provided and the successful application for a further 3 years of funding for the project.

(3) 2014/15 Annual Performance Report noted.

There was presented to the Board a report which provided them with a year-end corporate performance report.

The report advised:

- (i) that all three key areas which the Company agreed to report to Glasgow City Council on in 2014/15 met or exceeded target, these were:
- the number of attendances at Glasgow Life directly managed venues excluding festivals and events;
 - income generated through the company's charity and CIC; and
 - delivery against key themes set out in the 2014 Commonwealth Games Legacy Framework; and
- (ii) that of the five Statutory Performance Indicators which are reported in line with our contractual agreement with Glasgow City Council, three were meeting or exceeding target, with sport and leisure attendances recording an amber due to venues being utilised for the Commonwealth Games, and visits to libraries also showing amber, which the Vision for Glasgow Libraries project seeks to improve in future years.

After consideration the Board noted the information provided in relation to Glasgow Life's Annual Performance for 2014/15.

(4) HR update noted and agreed.

The Board were provided with a verbal update in relation to further work which had been carried out in relation to the Company's Pay Strategy for 2015/16.

After consideration the Board:

- (i) noted the update provided in relation to work on Pay Strategy options for 2015/16;
- (ii) noted that a further report would be provided to the next Board meeting;
- (iii) agreed that the Company should adopt the Glasgow Living Wage; and
- (iv) agreed that reports to the Company's personnel forum would be provided to the Board in future for their information.

(5) Risk Register noted.

There was presented to the Board which detailed the top 5 risks to the Company.

After consideration the Board noted the top 5 risks to the Company as at June 2015 and that the risk register is formally reviewed on a 6 monthly cycle.

7. Report by Director of Sport and Infrastructure Support

(1) Civic and Cultural Events Review agreed.

There was submitted to the Board a paper which reported back to them on the recent review of the civic and cultural events managed by Glasgow Life on behalf of Glasgow City Council.

After consideration the Board agreed:

- (i) the recommendations as set out in the report which were summarised under three main categories:
- Changes to delivery models;

- New sources of funding and income streams; and
 - Format changes.
- (ii) that progress is reviewed and a further update report to be brought to the Board in March 2016 to assess progress in the implementation of these changes and highlight any further work required to ensure the long term financial sustainability of these events; and
- (iii) following discussion, a proposal tabled at the meeting to alter the allocation of tickets for Glasgow's Christmas Lights Switch-On to 90% residents within the Glasgow City Council area and 10% outwith.

(2) Capital Programme update noted.

There was submitted a report by the Director of Sport and Infrastructure Support informing the Board of progress on projects included in the Capital Programme which advised:

- (i) that with regard to Glasgow Royal Concert Hall, the main construction contract was now expected to complete in July 2015, and in relation to the proposed entrance rotunda at the south approach to the building discussions continued with the owners of Buchanan Galleries on design issues and operational arrangements;
- (ii) of progress on phase 1 of the Kelvin Hall project, with works proceeding within budget and quality tolerances, with the facility scheduled for opening in Summer 2016;
- (iii) of Glasgow City Council's approval of funding for the Burrell Renaissance projects following on from the successful application to the Heritage Lottery Fund; and
- (iv) that with regard to the relocation of the athletics track from Hampden Park to Crownpoint Sports Complex, this had now been completed within the available budget and the track was now being used by athletics clubs and the general public.

After consideration the Board noted the update on projects included in the Capital Programme.

8. Report by Director of Cultural Services

(1) Equalities Review update noted and agreed.

There was submitted a report by the Director of Cultural Services which provided the Board with an update on progress on the development of an action plan designed to improve Glasgow Life's work in relation to equality and diversity.

After consideration the Board:

- (i) noted the progress made in relation to shaping an equality and diversity action plan; and
- (ii) agreed to approve the draft plan prior to it being circulated to the Glasgow Equality Forum.

9. Date of Next Meeting.

There being no further business the Chair drew the meeting to a close and advised the Board that the next meeting would take place on Wednesday 9 September 2015 at 10am.