

**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 Buchanan Suite,  
Glasgow Royal Concert Hall, Glasgow  
on 27 March 2012 at 10.30am.

Present: Councillor George Redmond (Chair)  
Mr Mel Young  
Sir Duncan Rice  
The Rt. Hon. George Reid  
Councillor Allison Hunter  
Councillor Chris Hughes  
Councillor Stephen Curran  
Bailie Jean McFadden (part meeting)  
Dr Bridget McConnell

Attending: Susan Deighan, Director of Corporate Services and Community  
Planning, Martin Booth, Director of Finance, Ian Hooper,  
Director of Sport and Special Projects, Jill Miller, Director of  
Cultural Services, James Doherty, Media Manager, and Allan  
Drysdale, Liaison Officer, all Culture and Sport Glasgow.

Apology: Sir Angus Grossart

**1. Welcome, notice, apologies and quorum.**

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.

The Board were advised that apologies had been submitted by Sir Angus Grossart.

**2. Minute of previous meeting approved.**

The minute of the previous meeting of 14 February 2012 was submitted and approved.

### 3. **Matters arising noted.**

With reference to the minute of 14 February 2012 and paragraph:-

- 6(5)(ii) The Board noted that the Collections Agreement had been forwarded to Glasgow City Council for their information.

### 4. **Update by the Chief Executive noted and approved.**

The Chief Executive updated the Board on a number of issues during which she introduced

- (1) A report detailing the Company's Strategic Service Plan for 2012/13 which had been informed by the service plans of every front line service area and the corporate services that support them in the delivery of their aims and objectives and advising
  - (a) of the Company's key strategic priorities over the next twelve months all as detailed;
  - (b) that with regard to service reform, planning for 2013/14 and 2014/15 would be undertaken by a representative Organisational Development Forum which had been established to increase income, improve performance and reduce costs, which would be supported by a series of events taking place with the extended management over the next 3 months;
  - (c) of the position regarding finance, staffing, property and the capital programme;
  - (d) of performance targets for 2012/13;
  - (e) that following a successful pilot in sport, the Company will roll out a logic modelling programme which will assist the organisation to demonstrate which of its programmes are effective and successful;
  - (f) and informing that the Company had been undertaking a process of logic modelling to identify which of its programmes were effective and successful;
  - (g) that the service planning process had recognised the importance of developing and maintaining key partnerships to assist the organisation in delivering against the identified strategic objectives;
  - (h) that with regard to equalities, Glasgow Life's equality policy was being updated and that this would set out the approach to mainstreaming equalities across all of the Company's Critical Business Areas; and
  - (i) of the establishment of a Strategic Programme Board to assist the Senior Management Team in monitoring all areas of the organisation's activity for the quality and effectiveness of its work and evaluating the impact by means of self assessment.

- (2) A report with regard to the Commonwealth Games which advised
  - (a) that the Organising Committee (OC) had contracted with Glasgow Life in respect of the delivery of the Ceremonies, Culture and Queen's Baton Relay elements of the Games bringing together the three functions under one Director;
  - (b) of the governance framework within which Glasgow Life would operate as "Director of Ceremonies, Culture and Queen's Baton Relay", as well as lead for the delivery of the Cultural Programme;
  - (c) of the governing structures and operating models of all contributing and associated organisations; and
  - (d) of the aim to provide and deliver a cultural festival as diverse, accessible and exciting as possible and the opportunities which it would provide for Glasgow and Scotland's cultural sector.
- (3) A presentation on the Youth Olympics by the Director of Sport and Special Projects providing background on the history of the Youth Olympics, the requirements needed to host the event, and the key timescales for submitting Glasgow's bid for the 2018 event.
- (4) A report with regard to Security detailing the circumstances relating to the recent theft at Kelvingrove and setting out the measures identified to mitigate the risk of further incidents.

After consideration the Board

- (i) approved the Company's Strategic Service Plan and associated performance targets for 2012/13;
- (ii) noted that a report in respect of service reform planning 2013/14 and 2014/15 would be presented to a future meeting of the Board;
- (iii) noted the update provided on the Commonwealth Games and the associated governance framework;
- (iv) noted the content of the presentation on Glasgow's bid to host the Youth Olympics in 2018;
- (v) noted the actions planned or already implemented with regard to security at Kelvingrove.

## **5. Reports by Director of Corporate Services and Community Planning.**

### **(1) Security Review noted.**

There was submitted a report by the Director of Corporate Services and Community Planning regarding the review of security and advising

- (a) of the establishment of a security group which consisted of staff from across all Operational Service Areas and Facilities Management to collate all existing information and progress the development of the review;
- (b) that the Company, in partnership with Glasgow Community and Safety Services (GCSS), had made recommendations on new solutions through a risk assessment and review of current technology, and GCSS were in the final stages of completing their proposals for the replacement of the security systems;
- (c) that Glasgow Life would consult with the National Security Advisor for the Arts Council England to provide an external view on the review recommendations; and
- (d) that a full review of operational roles and responsibilities of venue operation staff at all grades had been undertaken and a range of duties and responsibilities with regard to security activities had been developed.

After consideration the Board noted the actions associated with the security review.

**(2) Performance Report April 2011 to February 2012 noted.**

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

- (a) updating the Board on the Company's non-financial performance from April 2011 to February 2012;
- (b) advising that
  - (i) attendances at indoor and outdoor sport and leisure facilities had seen an increase of 371,627 (13%) compared to the same period in the previous year, however, figures were 204,896 (3%) below target for April 2011 to February 2012;
  - (ii) the recovery plans described in previous statements were continuing to deliver the planned improvements with Glasgow Club Bellahouston and Glasgow Club Holyrood attendances, in particular, showing a strong improvement;
  - (iii) PC and Wi-Fi usage had increased by 44,358 (5%) compared to the same period last year, however, this was 65,055 (6%) below target for the current period;
  - (iv) the Library @ the Bridge had seen an increase of 7% (4,700) compared to the previous year, however, it was 28% (29,000) below target, due to issues previously reported, which had now been resolved;
  - (v) usage at Gorbals Library continued to be below target by 26% (24,000), however, it was expected that the close involvement of community-based services in directing programming and community engagement at this venue would see an improvement in 2012/13; and

- (vi) in terms of sickness and absence figures, the Senior Management Team had identified improvement actions, and meetings would take place with managers in April to discuss areas relating to attendance management.

After consideration the Board noted the summary performance from April 2011 to February 2012, including details on the Company's staffing levels and sickness absence.

### **(3) Risk Register noted.**

There was submitted a report by the Director of Corporate Services and Community Planning advising of the outcomes of the recent review of the risk register carried out in February/March 2012, and detailing the top 5 risks to the Company.

After consideration the Board noted the content of the report in relation to the risks to the Company to 16 March 2012, and that the risk register was formally reviewed on a 6-monthly cycle.

### **(4) Young Glasgow noted.**

There was submitted a report by the Director of Corporate Services and Community Planning regarding the 'Young Glasgow' strategic paper which detailed the work Glasgow Life undertakes with young people, and identifies the areas where the Company should play a lead role, as well as areas for partnership working.

After consideration the Board noted the information provided in the report.

## **6. Reports by Director of Finance.**

### **(1) Financial Results to 17 February 2012 noted and approved.**

There was submitted a report by the Director of Finance regarding the Company's financial performance to 17 February 2012 advising that

- (a) the overall position at Period 12 was a surplus of £1,129k, giving a positive variance of £960k against budget;
- (b) overall income was £401k behind budget, with shortfalls in Sport and Music, which was, however, expected to improve by the year end;
- (c) overall expenditure had a positive variance of £1,361k, which was largely due to significant underspend on employee costs;
- (d) the CIC performance continued to be strong and was on course to meet its target surplus for the year of £1,852k, with a figure of £2.0m to be Gift Aided to the Charity; and
- (e) it was anticipated that the outturn position was likely to be better than the previous outturn reported to Glasgow City Council of £817k, which would result in an increase in reserves at year end to the upper levels of the Company's reserves target; and

- (f) the Senior Management Team had proposed the creation of a number of designated reserves to allow for future “invest to save” initiatives which the Board were asked to approve, these being:
- Energy Efficiency Fund
  - IT Investment Fund
  - Dare to do Differently

After consideration the Board

- (i) noted the Period 12 financial position and anticipated outturn position; and
- (ii) approved the creation of the designated reserves as outlined in the report.

**(2) Budget 2012/13 approved.**

There was submitted a report by the Director of Finance detailing the Budget for the financial year 2012/13 for approval and advising that

- (a) the budget had been set as a break even budget due to the anticipated outturn for 2011/12 was expected to result in unrestricted reserves at the top end of the Board’s agreed Reserves Policy;
- (b) there continued to be a number of significant budgetary pressures including the reduction in the Service Fee from Glasgow City Council, and ongoing inflationary pressures particularly in relation to energy prices, and pressures in maintaining and growing income from secondary spend;
- (c) the overall position was a reduction in the Company’s total revenue budget of £2,272k, which was due largely to the Service Fee reduction, alongside a number of time-limited funding streams which were coming to an end, and a reduction in the revenue consequences of capital for Riverside Museum; and
- (d) overall expenditure showed a reduction of £1,772k, mainly as a result of the Service Reform programme and the resulting reduction in employee costs.

After consideration the Board approved the Budget for 2012/13.

**(3) CIC Board update noted.**

The Director of Finance gave a verbal report on the work of the CIC Board and the issues considered at their meeting on 26 March 2012 advising that

- (a) the CIC Board had approved to Gift Aid to the Charity the sum of £2million;
- (b) the 2012/13 budget for the CIC had been approved;
- (c) updates were provided on Commercial Operations and the Online Shop, along with a presentation on the redevelopment of Kelvin Hall; and

- (d) it was the final meeting of the CIC Board with its existing membership, and a lunch would be hosted by the Lord Provost in April to recognise the contribution of the board members.

The Chair on behalf of the Board expressed his thanks to the members of the CIC Board for their work on behalf of the organisation since its inception.

After consideration the Board noted the verbal update provided in relation to the work of the CIC Board.

## **7. Report by Director of Sport and Special Projects.**

### **(1) Capital Programme Update noted.**

There was submitted a report by the Director of Sport and Special Projects regarding an update on projects included in the Capital Programme.

The Board were advised that

- (a) the construction of the Commonwealth Sports Arena and Sir Chris Hoy Velodrome was very close to completion, with the building handover expected to take place mid-May;
- (b) work was well underway at Tollcross International Swimming Centre, and the building had now been fully handed over to Barr Construction, the site completion date is February 2013;
- (c) with regard to the National Hockey Centre, and the Squash facilities at Scotstoun, City Building Glasgow had indicated the cost of these projects could exceed the approved core budget figure and discussions would be held to identify the reasons for this;
- (d) the project to create a new home for the Royal Scottish National Orchestra at Glasgow Royal Concert Hall was expected to commence on site during the 4<sup>th</sup> quarter of 2012.

After consideration the Board noted the progress of projects included in the Capital Programme.

## **8. Reports by Director of Cultural Services.**

### **(1) Glasgow Museums – Temporary Exhibition Programme noted.**

There was submitted a report by the Director of Cultural Services which set out a programme of major temporary exhibitions for Kelvingrove Art Gallery and Museum, and the Burrell Collection which advised

- (a) of the criteria used to develop the programme for Kelvingrove, as well as those applied for the selection of loan-in exhibitions;
- (b) that the annual exhibition budget of £148,000 covered the five venues which have exhibition spaces, and to meet the costs of holding major exhibitions, and

proposed that an admission fee be charged for all major temporary exhibitions in Kelvingrove; and

- (c) that a Contemporary Art Strategy was being developed which would include contemporary art exhibitions planned in Tramway, GoMA, as well as the Glasgow International Festival.

After consideration the Board noted

- (i) the content of the report; and
- (ii) that reports on the Contemporary Arts Strategy and the arts programme for smaller venues would be provided to future meetings.

**(2) Glasgow Libraries Fines Amnesty noted.**

There was submitted a report by the Director of Cultural Services regarding an update on Glasgow Libraries Fines Amnesty which was part of the **FREEDOM** campaign.

After consideration the Board noted the interim update pending the final report and evaluation.

**9. AOB**

The Chair on behalf of the Board expressed thanks and best wishes to Bailie McFadden and Councillor Hughes who were not seeking re-election to Glasgow City Council and accordingly were attending their last Board meeting. Bailie McFadden and Councillor Hughes responded in suitable terms.

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 13 June 2012 at 10.30am.

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Chair