

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 Banqueting Suite,
Commonwealth Arena and Sir Chris
Hoy Velodrome, Glasgow on 5
September 2012 at 11am.

Present: Councillor Archie Graham (Chair)
Sir Angus Grossart
The Rt. Hon. Sir George Reid
Dr Lesley Sawers
Dilawer Singh
Councillor Emma Gillan
Councillor Soryia Siddique
Councillor Frank McAveety
Dr Bridget McConnell

Attending: Susan Deighan, Depute Chief Executive, Martin Booth, Director
of Finance, Ian Hooper, Director of Sport and Special Projects,
and Allan Drysdale, Liaison Officer, all Culture and Sport
Glasgow, and Stephen Phillips, Burness.

Apologies: Sir Duncan Rice, Mr Mel Young, and Councillor Allison Hunter

1. Welcome, notice and quorum.

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.

The Board noted that apologies had been received from Sir Duncan Rice, Mel Young and Councillor Allison Hunter.

The Chair advised that

- (1) Councillor Hunter was unable to attend due to illness and that he would arrange on behalf of the Board to send her a card with the Board's best wishes; and

- (2) as a result of Councillor Hunter's illness it was proposed that Councillor Siddique be appointed as a member of the Audit Committee.

The Board agreed to appoint Councillor Siddique to the Audit Committee.

3. Minute of previous meeting approved.

The minute of the previous meeting of 13 June 2012 was submitted and approved.

4. Matters arising noted.

With reference to the minute of 13 June 2012 and paragraphs

- 9(v) The Board noted that a written report in respect of the 2014 Commonwealth Games was included under item 7(3) on the agenda;
- 9(vi) The Board noted that a written report in respect of the 2018 Youth Olympic Games bid was included under item 7(4) on the agenda; and
- 13(1)(ii) The Board noted that the Collections Annual Report had been submitted to Glasgow City Council for their information.

5. Minute of Audit Committee approved.

The Board, having heard Sir Angus Grossart, agreed to approve the minute of the Audit Committee meeting of 20 August 2012.

6. Report by the Chair

(1) Reputational Issues noted and agreed.

The Board having considered a report (tabled) regarding reputational issues, noted the content and agreed to the establishment of a subgroup of the Board with delegated authority to liaise with Glasgow City Council over any action in relation to these matters, with the membership consisting of Councillor Archie Graham (Chair), The Rt Hon Sir George Reid, and Dr Lesley Sawers

7. Update by the Chief Executive noted and agreed.

The Chief Executive updated the Board on a number of issues which included

- (1) the tabling of a report along with a presentation by the Director of Sport and Capital Projects regarding the Burrell Museum and Collection which provided detailed information on
- (a) the Architectural Survey and master planning exercise; and
 - (b) future plans for the Burrell Collection.
- (2) the submission of a report outlining the number of ways in which Glasgow Life staff were involved in the London 2012 Olympics and Paralympics, and the process in place to allow staff to contribute to a comprehensive feedback report;

- (3) the submission of a report regarding the role of Glasgow Life in the preparations for the 2014 Commonwealth Games, which covered the development of the cultural programme, progress on venues, the volunteering programme, and the continuing work on the legacy theme; and
- (4) the submission of a report updating on Glasgow's bid for the 2018 Youth Olympic Games, advising that Glasgow would submit its Candidature File to the IOC, with the election of the host city taking place on 3-4 July 2013.

After consideration the Board

- (a) With regard to the Burrell Collection, agreed
 - (i) to recommend to Glasgow City Council that it promotes a private bill to formally amend the restrictions relating to the international lending and/or tour of the Burrell Collection and consults with appropriate Consultees in relation to the proposed legislation; and
 - (ii) that a Burrell Renaissance Board be established with a membership of Councillor Archie Graham, Councillor Emma Gillan, and Sir Angus Grossart, along with another Independent Director and two Burrell Trustees, to oversee the refurbishment, redisplay, fundraising and international tour;
- (b) With regard to the London 2012 Olympics and Paralympics, noted
 - (i) the information provided in relation to Glasgow Life's involvement in the London 2012 Olympics and Paralympics and the lessons learned from the operation and delivery of a major international event; and
 - (ii) that a report would be produced following a formal feedback process, and an Executive Summary would be circulated to the Board;
- (c) noted the update in relation to Glasgow Life's involvement in preparations for the 2014 Commonwealth Games;
- (d) With regard to Glasgow's bid for the 2018 Youth Olympic Games
 - (i) noted the update with regard to the city's bid for the 2018 Youth Olympic Games; and
 - (ii) agreed to receive a fuller presentation on the Glasgow 2018 Youth Olympic Games bid at the next meeting, following the submission of the bid in October.

8. Reports by Director of Finance.

(1) Culture and Sport Glasgow Statutory Accounts 2011/12 approved.

The Director of Finance submitted the draft accounts and draft reports of the directors and auditors for the financial year ended 31 March 2012.

After consideration, the Board approved the accounts and the reports of the directors and auditors for the financial year ended 31 March 2012.

(2) Financial update noted.

There was submitted a report by the Director of Finance regarding the Company's financial performance to 3 August 2012 advising that

- (a) the overall position at Period 5 was a surplus of £1,732k, giving a positive variance of £1,378k against budget;
- (b) overall income was £299k behind budget, with the main area of underperformance being in operating income where all areas were slightly down on budget;
- (c) overall expenditure had a positive variance of £1,677k, which was largely as a result of significant underspend on employee costs due to a continuing number of vacancies; and
- (d) the CIC had seen a solid start to the year and showed a profit of £1,032k which is £234k ahead of budget.

After consideration the Board noted the content of the report.

(3) Financial Strategy noted.

There was submitted a report by the Director of Finance which informed the Board of the early assumptions on likely impacts on the Company's Budget and Service Fee for the period 2013 – 2015 advising

- (a) that the Company's planning assumption over the next two financial years was for a reduction in the Service Fee of 5% over 2 years which was a reduction of £3.4m excluding budget pressure and any allowances for inflation;
- (b) of engagement across Glasgow Life's Extended Management Team to formulate ideas for savings and efficiencies through a Shaping the Future Programme; and
- (c) that regular reports on progress would be provided.

After consideration the Board noted the content of the report.

9. Reports by Depute Chief Executive

(1) 2012/13 Pay Award agreed.

There was submitted a report by the Depute Chief Executive which invited the Board to consider a pay claim from the Joint Trade Unions which represent Glasgow Life staff and additionally their request to meet with the Board to present this pay claim.

Following consideration the Board agreed that the Chair and appropriate officers meet with the Joint Trade Unions and bring a report back to the Board following these discussions.

(2) Amendments to Articles of Association agreed.

There was submitted a report by the Depute Chief Executive advising the Board of proposals to alter Culture and Sport Glasgow's Articles of Association to take account of adjustments in accordance with the Companies Act 2006 whereby the relevant provisions of Culture and Sport Glasgow's Memorandum had been moved to the Articles of Association.

After consideration the Board agreed to recommend to Glasgow City Council that Culture and Sport Glasgow's Articles of Association be altered in line with the adjustments outlined in the report.

(3) Amendments to Rules Relating to Contracts agreed.

There was submitted a report by the Depute Chief Executive which advised them of a proposal to amend the Company's Rules Relating to Contracts.

The Board agreed that the Depute Chief Executive also be authorised to agree, in conjunction with the Director of Finance, to a contract being entered into which would be governed by another law other than Scots Law.

(4) Performance Report – 1 April to 31 July 2012 noted.

There was submitted a report by the Depute Chief Executive

- (a) updating the Board on the Company's non-financial performance from 1 April to 31 July 2012;
- (b) advising that
 - (i) overall performance was meeting or exceeding target for four indicators, with only one indicator being below target, which was PC usage;
 - (ii) a number of initiatives were planned to improve terminal usage, including a direct marketing campaign following the upgrade to the PC operating system, which was completed in July and the rollout of new printers across the library estate, which would be completed in September; and
 - (iii) with regard to sickness and absence figures, the Depute Chief Executive was meeting with managers in each service area to discuss the management of attendance.

After consideration the Board noted the summary performance from 1 April to 31 July 2012, including details on the Company's staffing levels and sickness absence.

(5) Risk Register noted.

There was submitted a report by the Depute Chief Executive advising of the outcomes of the recent review of the risk register carried out in July/August 2012, and detailing the top 5 risks to the Company.

After consideration the Board noted

- (a) the content of the report in relation to the risks to the Company to 24 August 2012, and that the risk register was formally reviewed on a 6-monthly cycle; and
- (b) the request to review the format of the risk register.

(6) Collections Agreement – 1 April to 30 June 2012 noted and agreed.

There was submitted a report by the Depute Chief Executive providing the Board with information in relation to the performance of the Collections Agreement.

After consideration the Board

- (a) noted the performance information relating to the Collections Agreement; and
- (b) agreed that the report be referred to Glasgow City Council for information.

10. 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 informing the Board of progress on projects included in the Capital Programme.

The Board were advised that

- (a) the Commonwealth Arena and Sir Chris Hoy Velodrome had been fully handed over to Glasgow Life on Monday 27 August;
- (b) progress continued to be made on the development of Tollcross International Swimming Centre by Barr Construction and it was expected that the contract completion date of February 2013 would be met;
- (c) with regard to the development of Glasgow Royal Concert Hall, discussions had taken place with retailers affected by the programme, and indicating that substructure works within retailers premises would now commence in February 2013;
- (d) in terms of the development of Kelvin Hall, the Heritage Lottery Fund Stage 2 application was due to be submitted in early 2013, and an external design team had now been appointed and design/briefing was well underway.

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

11. **AOB**

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 28 November 2012 at 11am.

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Chair