

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 Boardroom,
Riverside Museum, Glasgow on 22
January 2013 at 11am.

- Present: Councillor Archie Graham (Chair)
Dr Lesley Sawers
Mr Mel Young
Sir Angus Grossart
Sir Duncan Rice (by phone)
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, Jill Miller, Director of Cultural Services, James Doherty, Media Manager, and Allan Drysdale, Liaison Officer, all Culture and Sport Glasgow, and Stephen Phillips, Burness, Paull and Williamsons LLP.
- Apologies: Mr Dilawer Singh, The Rt. Hon. Sir George Reid and Councillor Jennifer Dunn

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 Dilawer Singh, The Rt. Hon. Sir George Reid and Councillor Jennifer Dunn.

3. Minute of previous meeting approved.

The minute of the previous meeting of 28 November 2012 was submitted and approved.

4. Matters arising noted.

With reference to the minute of 28 November 2012 and paragraphs

- 8(c) The Board noted that there was a presentation in relation to the new Corporate Partnership Model at Item 5 on the agenda;
- 8(e)(ii) The Board noted that a report regarding the 2014 Commonwealth Games legacy and volunteering was included at Item 6(3) on the agenda;
- 10(1)(ii)(C) The Board noted that a letter had been drafted by the Chair to NHS Greater Glasgow and Clyde in respect of taking a more strategic approach to health improvement in Glasgow; and
- 12(1)(b) The Board noted that the Collections Report had been submitted to Glasgow City Council for their information.

5. Corporate Partnership Model – Presentation noted and agreed.

The Depute Chief Executive introduced a presentation by Vicky Tierney, Development Manager, in relation to the Company's new Corporate Partnership Model which advised

- (1) of the importance of fundraising as a key income stream for the Company and the challenges presented by the economic landscape in attracting major sponsors;
- (2) that corporate giving across the arts sector had seen a reduction as a whole;
- (3) that the globalisation of major companies had resulted in fewer decisions on sponsorship being made at a local level; and
- (4) that the proposed Corporate Partnership Model would allow more flexibility and open up the opportunity for a wider range of partners to become involved in supporting the Company.

After consideration the Board

- (a) noted the content of the presentation; and
- (b) agreed to approve the Corporate Partnership Model approach as detailed.

6. 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 which provided an update on further discussions which had taken place with Burrell Trustees since the last Board meeting;
- (2) an oral report on the award of the hosting of the Turner Prize to Glasgow in 2015, and the potential benefits to the city;
- (3) the submission of a report in respect of the 2014 Commonwealth Games, which focused on volunteering and legacy;
- (4) the submission of the Executive Summary of Glasgow's bid for the 2018 Youth Olympic Games; and
- (5) the submission of a report informing of the partnership between Glasgow Life and the University of Glasgow which had resulted in six paid internships for post-doctoral students who would undertake work experience within the Company.

After consideration the Board

- (a) with regard to the Burrell Collection
 - (i) noted the position of the Burrell Trustees and the terms of their agreement to proposals for international lending;
 - (ii) noted the Board's role as a key consultee;
 - (iii) noted that a further update on progress in relation to the promotion of the Bill and drafting of a Lending Agreement would be submitted to the next Board meeting; and
 - (iv) agreed to advise Glasgow City Council of their agreement to the actions proposed within the report.
- (b) noted the oral report in relation to the Turner Prize 2015;
- (c) with regard to the 2014 Commonwealth Games Legacy Key Areas noted
 - (i) the change of status and profile of Glasgow Life's role in the development of the Glasgow Volunteering strategy; and
 - (ii) the discussion around the staffing resources which would be required during the period of the Games.
- (d) noted the contents of the Executive Summary for Glasgow's bid to host the 2018 Youth Olympic Games; and
- (f) noted the Arts and Humanities Research Council Post-Doctoral Internships and specifically

- (i) the information provided in relation to the internships for post-doctoral students, in partnership with Glasgow University; and
- (ii) that a more detailed report on these wider developments would be provided to the Board at their meeting in March.

7. Reports by Director of Finance.

(1) CIC Staff Transfer agreed in principle.

There was submitted a report by the Director of Finance regarding the transfer of all staff from Culture and Sport Glasgow (Trading) CIC to Culture and Sport Glasgow.

After consideration the Board agreed, subject to an appropriate indemnity agreement being in place, to approve the transfer of all staff from Culture and Sport Glasgow (Trading) CIC to Culture and Sport Glasgow.

(2) Pensions noted and agreed.

There was submitted a report by the Director of Finance regarding the Company's proposals to meet its responsibilities for Pensions Auto Enrolment and which further advised on a proposal to enter into an Ill Health Liability Insurance Policy.

After consideration the Board

- (a) noted the contents of the report;
- (b) agreed to the use of the easement option of the transitional period for automatic enrolment of eligible jobholders; and
- (c) agreed to the introduction of an Ill Health Insurance Policy from 1 April 2013.

(3) Financial Results to 20 December 2012 noted.

There was submitted a report by the Director of Finance regarding the Company's financial performance to 20 December 2012 advising that

- (a) the overall position at Period 10 was a surplus of £502k, giving a positive variance of £1,671k against budget;
- (b) overall income was £387k ahead of budget, largely due to the performance of the Glasgow Club and the CIC;
- (c) overall expenditure had a positive variance of £1,284k, as a result of an underspend on employee costs due to a continuing number of vacancies, as well as an underspend on supplies and services; and
- (d) the CIC continued to perform well despite difficult trading conditions and showed a profit of £1,484k.

After consideration the Board noted the content of the report.

(4) Risk Register noted.

There was submitted a report by the Director of Finance regarding the outcomes of the review of the risk register carried out in December 2012/January 2013, 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 10 January 2013, and that the risk register was formally reviewed on a 6-monthly cycle; and
- (b) that the Risk Register in its revised format would be presented to the next meeting.

8. 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) work was progressing well with venues relating to the Commonwealth Games, including Tollcross International Swimming Centre, Kelvingrove Lawn Bowls, the National Hockey Centre and Table Tennis and Squash facilities at Scotstoun Leisure Centre, and it was expected these would be completed on schedule;
- (b) the new Bridgeton Library within the Olympia Building had opened on 4 December 2012, and the Mediatheque centre (a joint project between Glasgow Life, Clyde Gateway and the British Film Institute) was scheduled to open in February 2013 during the Glasgow Film Festival;
- (c) with regard to the Glasgow Royal Concert Hall redevelopment, addendum tenders had been issued and were returned on 30 November and a letter of acceptance had been issued by Glasgow City Council on 4 January 2013 and the Management Agreement Heads of Terms between Glasgow Life and the RSNO had been signed; and
- (d) in respect of the redevelopment of the Kelvin Hall, negotiations with the National Library of Scotland with regard to locating the working stores for the Scottish Film Archive at Kelvin Hall were well advanced and Glasgow University were currently reviewing the Business Plan.

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

9. Reports by Depute Chief Executive

(1) Mechanical and Electrical Contract agreed.

There was submitted a report by the Depute Chief Executive which sought the Board's approval for the tender for provision of Mechanical and Electrical Maintenance Services to nine properties within the Glasgow Life estate.

After consideration the Board agreed to approve the acceptance of the lowest tender submitted by Arthur McKay as detailed within the report.

(2) Performance Report – 1 April to 31 December 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 December 2012;
- (b) advising that
 - (i) overall performance was meeting or exceeding target for four indicators, and only one indicator had been slightly below target, which was PC and Wi-fi usage;
 - (ii) the marketing campaign to promote ICT software upgrades and new printers city wide had been delayed slightly until new PCs were installed in December 2012 at the Mitchell and Olympia libraries and it was anticipated that the marketing campaign would now begin in February 2013; and
 - (iii) with regard to sickness and absence figures, the Depute Chief Executive continued to meet 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 December 2012, including details on the Company's staffing levels and sickness absence.

(3) HR update noted.

There was submitted a report by the Depute Chief Executive which provided an update in relation to pay award and proposed annual leave arrangements for 2014.

After consideration the Board noted the contents of the report.

10. Reports by Director of Cultural Services

(1) Glasgow Mela noted and agreed.

There was submitted a report by the Director of Cultural Services regarding a review of the Glasgow Mela and advising of the need to appoint the Chair of the Mela.

After consideration the Board

- (a) noted the information provided in the report in respect of the review of the Mela;
- (b) agreed to the appointment of Councillor Soryia Siddique as Chair of the Mela; and
- (c) agreed that the Chair would send a letter on behalf of the Board to the previous Chair of the Mela, Hanzala Malik MSP to thank him for his work in the role.

11. **Future Board Meetings and Venues**

The Board were advised of the dates and venues for Board meetings for the remainder of 2013, these were:

- (1) Tuesday 26 March at City Halls
- (2) Tuesday 11 June at Kelvingrove Art Gallery and Museum
- (3) Tuesday 3 September at Emirates Arena
- (4) Tuesday 26 November at the Burrell Collection

12. **AOCB**

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 Tuesday 26 March 2013 at 11am.

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Chair