

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 Education
Suite, Kelvingrove Art Gallery and
Museum, Glasgow on 7 September
2011 at 10.30am.

Present: Councillor George Redmond (Chair)
Lord Macfarlane of Bearsden
Sir Angus Grossart (by telephone)
The Rt. Hon. George Reid
Mr Mel Young
Bailie Jean McFadden
Councillor Stephen Curran
Councillor Allison Hunter
Councillor Chris Hughes
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, Mark O'Neill, Director of Policy, Research
and Development, James Doherty, Media Manager, and Allan
Drysdale, Liaison Officer, all Culture and Sport Glasgow, and
Stephen Phillips, Burness.

Apology: Bailie Allan Stewart

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 Bailie Allan Stewart.

The Chair informed the meeting that Bailie Stewart was still recovering from illness, and he was making progress. Members of the Board wished him a speedy recovery.

The Chair also welcomed Councillor Chris Hughes, who was attending his first Board meeting.

2. Appointment of Director noted.

The Board noted in terms of Article 43.1 of the Company's Articles of Association that Glasgow City Council at its meeting on 23 June 2011 had appointed Councillor Chris Hughes as a Partner Director (Written notice having been sent to the Company to this effect).

3. Valedictory.

The Chair intimated that this was Lord Macfarlane's last meeting and on behalf of the Board paid tribute to the enormous contribution which he had made both to Culture and Sport Glasgow as an organisation, and the City of Glasgow as a whole.

Lord Macfarlane responded in suitable terms.

The Board, to mark their appreciation, presented Lord Macfarlane with a small gift and gave him a warm round of applause.

4. Minute of previous meeting approved and ratified.

The minute of the previous meeting of 22 June 2011 was submitted and approved.

The Board also ratified any business conducted at the inquorate meeting of the board of directors held on 22 June.

5. Matters arising noted.

With reference to the minute of 22 June 2011 and those paragraphs:-

- 2 (iv) That a report in relation to the Board Appraisal Action Plan was included at item 11(1).
- 4 (10) That a report would be presented to a future meeting of the Board in relation to the Aye Write festival.
- 5(1)(iii) That further information on the current public sector pay environment would be provided under the Chief Executive's update.
- 7(1)(ii) The Reserves Policy would be considered under the Minute of the Audit Committee at Item 6 on the agenda.

6. Minute of Audit Committee meeting approved.

The minute of the Audit Committee held on 5 August 2011 was submitted, and the Director of Finance advised that the Committee had

- (a) agreed to recommend to the Board to approve an increase in the target for unrestricted reserves to between 1.5% and 2.5% of total income; and

- (b) agreed that with regard to future internal audit inspections, that it would be good practice to publish the action plan from each inspection on the Company's website.

The Board agreed to approve the minute.

7. Update by the Chief Executive noted and agreed – instruction to Chief Executive.

There was submitted a report by the Chief Executive updating the Board on a number of issues during which she advised

- (1) With regard to Service Reform that
 - (a) Phase 2 of the Service Reform Programme was well underway and indications were that the savings identified would be met;
 - (b) the proposals included the deletion of posts in certain groups, and the creation of new posts to provide a more flexible and responsive workforce;
 - (c) all staff who were currently in these posts had been invited to express an interest in voluntary redundancy/early retiral;
 - (d) the trawl for expressions of interest had now concluded and information relating to redundancy payments and pensions was being prepared to be sent to Strathclyde Pension Fund (SPF);
 - (e) once SPF provided the information relating to pensions, the Company would be in a position to confirm the potential cost of early retirement requests; and

In relation to the current public sector pay environment, examples were provided of pay policy in other public sector organisations.

After consideration the Board

- (i) noted the update provided in relation to Service Reform;
 - (ii) noted the information provided with regard to the public sector pay environment; and
 - (iii) requested that the Chief Executive brings back to the next meeting further detail on the pay award options.
- (2) With regard to the 2014 Commonwealth Games
 - (a) that the recruitment process for the role of Chief Executive of the Glasgow 2014 Organising Committee, had concluded and David Grevemberg had been appointed to the position;
 - (b) of the continuing engagement with other bodies and artists to develop a cultural festival ; and

- (c) that while the Organising Committee was the key body in terms of decision making with regard to the Games, it did take cognisance of other groups such as the Scottish Government Steering Group and Glasgow City Council's Legacy Group.

After consideration the Board noted the update on progress towards the 2014 Commonwealth Games.

- (3) With regard to the Nominations Committee a report was circulated which asked the Board to authorise the Nominations Committee to make a direct nomination to Glasgow City Council.

After consideration the Board:

- (i) agreed to authorise the Nominations Committee to nominate, a candidate to fill the Independent Director Vacancy that had arisen, directly to Glasgow City Council; and
- (ii) noted that the minute of the Nominations Committee would be submitted to the next Board meeting for information.

8. Reports by Director of Finance.

(1) Culture and Sport Glasgow Statutory Accounts 2010/11 noted.

There was submitted a report by the Director of Finance detailing Culture and Sport Glasgow's Report and Group Financial Statements for the year ended 31 March 2010.

After consideration, the Board approved the Report and Group Financial Statements as detailed.

(2) Financial Results to 5 August noted.

There was submitted a report by the Director of Finance informing the Board of the Company's financial performance to 5 August advising that

- (a) the overall position at Period 5 was a surplus of £627k, giving a positive variance of £1,239k against budget;
- (b) overall income was £271k behind budget, with the major area of under performance in operating income being Sport and Music;
- (c) overall expenditure had a positive variance of £1,510k, this was due to underspends on employee costs, as a result of a continuing number of vacancies, and supplies and services in Sport where there were underspends on ground maintenance contracts; and
- (d) there had been a solid start to the year from the CIC with a profit to date of £753k.

After consideration the Board noted the Period 5 financial position.

(3) CIC Board Update noted.

There was submitted a report by the Director of Finance updating the Board on the work of the CIC Board.

The Board noted the update provided in relation to the CIC Board.

9. Report by Director of Cultural Services.

(1) Glasgow Boys noted and agreed.

There was submitted a report by the Director of Cultural Services which presented to the Board a final report on the exhibition, Pioneering Painters: The Glasgow Boys 1880 – 1900, which was the most popular and successful visual arts exhibition ever seen at Kelvingrove Art Gallery and Museum.

Lord Macfarlane advised

- (a) of the extraordinary success of the exhibition, commercially, reputationally and the incredible number of visitors which the exhibition attracted;
- (b) of the partnerships and relationships forged as a result of the exhibition; and
- (c) that there now existed a great opportunity to use the Glasgow Boys experience in putting together future exhibitions of this magnitude.

Sir Angus Grossart stressed that the Company should look to be ambitious and build on the confidence from the success of the Glasgow Boys, for example the potential of the Burrell Collection.

After consideration the Board

- (i) noted the information provided with regard to the Glasgow Boys Exhibition;
- (ii) agreed with the suggestion from Lord Macfarlane that a small group be established to investigate how information contained within the paper was used to highlight the success of the exhibition with press and partners; and
- (iii) agreed that Lord Macfarlane be involved in the opening of the permanent Glasgow Boys Gallery at Kelvingrove.

10. Report by Director of Sports 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) good progress continued to be made on the development of the National Indoor Sports Arena, with a handover date scheduled for May 2012, this would be followed by the fit out of the velodrome and indoor athletics track;
- (b) Tollcross Park Leisure Centre would close in January 2012, with the pool closing on 23 October to allow work to begin on an additional 50m pool and spectator seating to meet requirements for the Commonwealth Games in 2014, with the site completion date scheduled for February 2013;
- (c) work on Kelvingrove Park – Lawn Bowls was almost complete, and were expected to be ready for play by Summer 2012; and
- (d) in relation to Kelvin Hall, Glasgow City Council's Capital Board, had approved further work to develop the partnership proposal, and a joint HLF application had been submitted in April 2011, unfortunately the application had not received approval, however, following positive feedback a revised application was being resubmitted in October.

After consideration the Board

- (i) noted the progress of projects included in the Capital Programme; and
- (ii) congratulated officers on the delivery of Riverside Museum on time and on budget.

11. Reports by Director of Corporate Services and Community Planning.

(1) Board Appraisal Action Plan agreed, instruction to Chief Executive.

There was submitted a report by the Director of Corporate Services and Community Planning which set out the areas for improvement identified following the recent Board Appraisal process, and suggested actions in order to progress these.

After consideration the Board agreed that

- (a) the Chief Executive and her Directors would develop options in relation to the actions set out in the report at 2.1 and 2.2 to consider at the next meeting of the Board; and
- (b) dates for Annual Strategy Meetings would be built into the annual programme of Board meetings with the next one proposed for early in the New Year. Representation and draft areas for discussion would be circulated between this meeting and the next to allow the compilation of an agenda which responded to the key issues that need to be considered by the Board and the management team.

(2) Performance Report April to July 2011 noted.

There was submitted a report by the Director of Corporate Services and Community Planning updating the Board on the Company's non-financial performance from April 2011 to July 2011.

The Board were advised that

- (a) visitor numbers for Riverside Museum had been exceptional with over 650,000 being recorded in the first 11 weeks of opening;
- (b) attendances at indoor and outdoor sports facilities, although comparable with previous years, were down against target, however, reviews had taken place at venues to identify key actions to improve performance and recover income before the year end;
- (c) terminal use was down on target due to a number of issues, including a refresh of PCs within John Wheatley College which had resulted in an anomaly with regard to recording usages;
- (d) there was a significant reduction in PC use within the Mitchell, and a short life working group had been convened to identify and resolve any issues, this would be followed by a marketing campaign to inform both users and non users of the PC facility at the Mitchell; and
- (e) performance in relation to the level of sickness and absence continued to show an improvement in this financial year.

After consideration the Board noted

- (i) the summary of performance from April 2011 to July 2011 and the details on the Company's staffing levels and sickness absence;
- (ii) that a review of the Company's target setting process would be taking place; and
- (iii) that events, such as the Great Scottish Run, were not captured in performance reporting for Sport.

(3) Risk Register noted.

There was submitted a report by the Director of Corporate Services and Community Planning informing the Board of the outcomes of the recent review of the risk register carried out in August 2011. The report further detailed 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 31 August 2011, and that the risk register was formally reviewed on a 6 monthly cycle.

(4) Equality Act noted.

There was submitted a report by the Director of Corporate Services and Community Planning which informed the Board of the introduction of the Equality Bill and its implications for Glasgow Life.

After consideration the Board noted

- (i) the introduction of the Equality Act and its implications for Glasgow Life;

- (ii) that one of the most innovative aspects of the act was the duty on public and similar bodies to foster good relations between people who share a protected characteristic and others; and
- (iii) the recommendation that time was devoted to discussing how this affected the Company's policies and practices at the next Board strategy day.

(5) Discretions agreed and noted.

There was submitted a report by the Director of Corporate Services and Community Planning which asked the Board to approve employer's discretions relating to legislation on Pensions and Maternity Leave as detailed.

The report advised of the key principles of the proposals and the impact on Culture and Sport Glasgow.

After consideration the Board

- (i) agreed to approve
 - (a) the policy on the exercise of employer's discretions under the Local Government Pension Scheme (Scotland) Regulations; and
 - (b) Option 2 relating to the Paternity Leave Regulations that came into effect in April 2011; and
- (ii) noted that a report proposing amendments to the Scheme of Delegated Functions relating to discretions would be submitted to a future meeting of the Board.

(6) Guidance on Hospitality and Promotion noted and agreed.

There was submitted a report by the Director of Corporate Services and Community Planning which advised the Board on guidance received from Glasgow City Council regarding hospitality and promotion, and presented a proposed response to the guidance.

After consideration the Board

- (1) noted and recognised that the decisions and actions they take would potentially have an impact on the reputation of Glasgow City Council and accordingly adopted the additional Guidance on Hospitality and Promotion detailed in the appendix as best practice, with the exception of the 3 areas detailed at 2 (a) (b) and (c) below; and
- (2) agreed that
 - (a) in relation to the section on attendance at dinners, Glasgow Life would seek Board approval for anything that was not in line with the best practice detailed in the appendix to the report (paragraph 3(a)), rather than seek approval for each occasion;

- (b) the attendance of Board Directors and Senior Management Team at dinners (charitable, non business and awards) be provided to the Governance Unit on a quarterly basis; and
- (c) dinners associated with business negotiations need not be reported to the Governance Unit.

(7) Collections Annual Report noted and agreed, instruction to Director of Corporate Services and Community Planning.

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

- (i) advising that the Collections Agreement required that Culture and Sport Glasgow keep Glasgow City Council informed of progress of the performance of the Culture and Sport Glasgow obligation; and
- (ii) detailing a summary of information relating to the Collections Agreement for the period from 1 April 2010 to 31 March 2011.

After consideration the Board:

- (i) noted the performance information relating to the Collections Agreement for the period 1st April 2010 to 31 March 2011; and
- (ii) agreed that the report be referred to Glasgow City Council for information.

12. AOB

The Chair advised the Board that the next meeting would take place on Wednesday 19 October.

.....
Chair