

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 Recital Room, City Halls,
Glasgow on 28 January 2015 at 10am.

Present: Councillor Archie Graham (Chair)
John McCormick
Mel Young
Lee McConnell
Dilawer Singh MBE
Sir Angus Grossart
Councillor Soryia Siddique
Councillor Emma Gillan
Dr Bridget McConnell

Attending: Susan Deighan, Chief Operating Officer, Martin Booth, Director of Finance and Governance, Ian Hooper, Director of Sport and Infrastructure Support, Jill Miller, Director of Cultural Services, Mark O'Neill, Director of Policy and Research, Kathryn Greehy, Governance and Risk Manager, and Allan Drysdale, Liaison Officer, all Culture and Sport Glasgow.

Apologies: Councillor Frank McAveety
Professor Lesley Sawers
Councillor David McDonald

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 Professor Lesley Sawers, Councillor Frank McAveety, and Councillor David McDonald.

3. Minute of previous meeting approved.

The minute of the previous meeting of 26 November 2014 was submitted and approved.

4. Matters arising noted.

The Board noted that with reference to the minute of 26 November 2014 and the paragraph

11(3)(ii) the Collections Agreement Report had been forwarded to Glasgow City Council for information.

5. Update by the Chief Executive noted and agreed.

The Chief Executive presented to the Board a report which informed them of the areas covered at the most recent meeting of the Burrell Renaissance on 20 January 2015 which included:

- (i) information on the development of a fundraising strategy for the project, including the resources required to support this and a timeline which set out proposed actions throughout the whole life of the project;
- (ii) a report back on the recent exhibition which took place at Bonhams in London between 15 December 2014 and 9 January 2015, which it was noted had been well received and had generated significant press coverage;
- (iii) discussion around the proposed international tour and ensuring the Collection is aligned with the highest standard of institutions internationally, and the planned approach to facilitate discussions with such institutions;
- (iv) detail on the next phase of the PR and Media campaign for the project and the recruitment of specialist PR support; and
- (v) that the Heritage Lottery Fund (HLF) application would be discussed at a series of meetings with GCC, and approval sought prior to the HLF Board meeting in April 2015 where the major grant awards would be finalised.

Having heard Sir Angus Grossart provide further feedback on the meeting and the project in general the Board noted

- (a) the update provided in respect of the Burrell Renaissance and that a further update would be provided to the next Board meeting in March; and
- (b) that a copy of the brochure produced in support of the Bonhams Exhibition would be circulated to Board members.

6. Reports by Director of Finance and Governance

(1) Financial update noted.

There was submitted a report by the Director of Finance and Governance which informed the Board of the Company's financial performance for period 10 advising that

- (i) the overall position was a deficit of £4,314k against a budgeted deficit of £2,130k, which was a negative variance of £2,184k;
- (ii) overall income was £2,427k ahead of budget, with Glasgow Club being £581k ahead of budget;
- (iii) overall expenditure had a negative variance of £4,612k, this was primarily due to overspends in sport and cultural venues, along with employee costs;

- (iv) the CIC showed a profit to date of £1,136k, however, this was £447k behind budget, with the delay to the completion of the Glasgow Royal Concert Hall being a significant factor; and
- (v) the Leadership Team were taking steps to address the current financial position, and meetings continue to take place across all service areas to ensure their commitment to deliver to their budget and beyond.

After consideration the Board noted the period 10 financial position.

(2) Risk Register noted.

There was submitted a report by the Director of Finance and Governance which advised of the outcomes of the recent review of the risk register carried out in December 2014, and detailed the top five risks to the Company.

It was highlighted that there had been no change to the top five risks from those reported to the previous meeting.

After consideration the Board noted the content of the report in relation to the risks to the Company to December 2014, and that the risk register was formally reviewed on a six-monthly cycle.

7. Reports by Chief Operating Officer

(1) Fundraising Strategy presentation – noted.

The Chief Operating Officer provided a presentation in relation to the organisation's Fundraising Strategy which advised of:

- (i) the key aims and approach of the fundraising team within Glasgow Life;
- (ii) statistics on the level of fundraising achieved since the formation of the company, and a breakdown of income from capital, sponsorship, donation boxes, and trusts and foundations/individual giving;
- (iii) current partners and event sponsors along with identified potential partners;
- (iv) how Glasgow Life compares in relation to the current UK sponsorship landscape; and
- (v) fundraising priorities for 2015/16, key projects and events fundraising, and fundraising trends, such as digital fundraising.

After consideration the Board noted the presentation.

(2) A Vision for Glasgow Libraries – Project Board update noted.

There was tabled a report which provided the Board with the interim report of the Vision for Glasgow Libraries Project Board which

- (i) set out the context for the development of a new vision for Glasgow Libraries:
- (ii) advised of the current service use across all the libraries currently managed by Glasgow Life, which was informed by the recent report "*A Tale of 33 Libraries*" which provided a

baseline picture of services across the city, and identified a number of key findings and information around user demographics;

- (iii) detailed common themes across the likely issues impacting on public services in the next 10 – 20 years and how library services respond to this;
- (iv) advised of staff engagement events which allowed staff to identify and express the value of libraries from their perspective, along with highlighting development opportunities;
- (v) set out a number of proposition statements which had been developed at the beginning of the process and drawn from a range of national and international vision statements; and
- (vi) detailed thinking around the current role of the Mitchell Library in the city.

After consideration the Board noted the update provided.

(3) HR update noted.

There was a verbal update by the Chief Operating Officer which presented to the Board options for a pay strategy for 2015/16.

After consideration the Board requested that further report be brought to the next meeting.

(4) Performance Report – April to December 2014 noted.

There was submitted a report by the Chief Operating Officer

(a) which updated the Board on the Company's non-financial performance from 1 April to December 2014; and

(b) advised that

- (i) overall performance exceeded target for three indicators (visits to museums and galleries, attendances at sports and leisure facilities, and visits to directly managed community facilities);
- (ii) visits to libraries continued to show an amber rating largely as a result of ongoing works at the Mitchell, however, 'virtual visits' continued to grow with over 1 million having taken place to date;
- (iii) visits to art and music venues also showed a red rating, with works to Tramway having an impact on visitor numbers, and whilst the Christmas programme proved successful and attracted additional audiences, it was anticipated that visitor numbers at art venues would not recover to meet the target by year end; and
- (ii) sickness and absence figures showed an amber rating and were just marginally behind target.

After consideration the Board noted the summary performance from 1 April 2014, including details on the Company's staffing levels and sickness absence.

8. Reports by Director of Sport and Infrastructure Support

(1) 2014 Commonwealth Games – Sport Readiness and Legacy noted.

There was submitted a report by the Director of Sport and Infrastructure Support which provided the Board with and update on activities undertaken by Glasgow Sport in preparation for, delivery and following the 2014 Commonwealth Games.

The report gave a comprehensive outline of the background planning, key games principles, delivery of a series of specific work stream project plans, key successes, and post-Games evaluation processes.

The Board noted the information contained within the report.

(2) Building Maintenance noted.

There was submitted a report by the Director of Sport and Infrastructure Support which informed the Board of repairs and maintenance spend across the Glasgow Life property portfolio.

After consideration the Board noted the information contained within the report.

(3) 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, construction was now expected to complete in May/June 2015, and there were a number of outstanding issues which would be addressed as part of a post contract works package, further to this Tax Incremental Funding had been secured for additional infrastructure improvements at the venue; and
- (ii) of updates in relation to progress on phase 1 of the Kelvin Hall project, the Burrell Renaissance masterplan, the relocation of the athletics track from Hampden Park to Crownpoint Sports Complex, and the Mitchell Fire Alarm Improvements and Associated Works.

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

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 18 March 2015 at 10am.