

**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 26 March 2013 at  
10am.

- Present: Councillor Archie Graham (Chair)  
Mr Mel Young  
Sir Angus Grossart  
Sir Duncan Rice (by phone)  
The Rt. Hon. Sir George Reid  
Mr Dilawer Singh  
Councillor Emma Gillan  
Councillor Soryia Siddique  
Councillor Frank McAveety  
Councillor Allison Hunter  
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, Mark O'Neill, Director of  
Policy and Research, James Doherty, Media Manager, and  
Allan Drysdale, Liaison Officer, all Culture and Sport Glasgow.
- Apology: Dr Lesley Sawers

**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.

The Chair extended a warm welcome back to Councillor Allison Hunter who was attending her first Board meeting since being re-appointed as a Director. Councillor Hunter responded in suitable terms.

**2. Apologies noted.**

The Board noted that apologies had been received from Dr Lesley Sawers.

**3. Removal and appointment of Director noted and agreed.**

There was submitted a report by the Chief Executive which advised the Board that

- (1) Glasgow City Council at its meeting on 21 February 2013 had
  - (a) in terms of Article 55.1 of the Company's Articles of Association appointed Councillor Allison Hunter as a Partner Director; and
  - (b) in terms of Article 55.2 removed Councillor Jennifer Dunn; and
- (2) as a result of (a) and (b) above changes were required to the membership of Culture and Sport Glasgow (Trading) CIC and the Audit Committee.

After consideration the Board

- (i) noted the removal of Councillor Jennifer Dunn as a Partner Director of Culture and Sport Glasgow and the appointment of Councillor Allison Hunter as a Partner Director of Culture and Sport Glasgow and that a written notice to that effect was tabled;
  - (ii) agreed to remove Councillor Jennifer Dunn as a Director of Culture and Sport Glasgow (Trading) CIC and to appoint Councillor Allison Hunter as a Partner Director of Culture and Sport Glasgow (Trading) CIC; and
  - (iii) agreed to remove Councillor Jennifer Dunn as a member of the Audit Committee and to appoint Councillor Allison Hunter to the Audit Committee.
- 4. Minute of previous meeting approved.**

The minute of the previous meeting of 22 January 2013 was submitted and approved.

**5. Matters arising noted.**

There were no matters arising.

**6. Update by the Chief Executive noted and agreed.**

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

- (1) a report which
  - (a) provided an update on
    - (i) progress in relation to the Burrell Collection and in particular the promotion of the Bill and drafting of the Lending Agreement; and
    - (ii) various other associated areas; and

- (b) recommended the appointment of special advisors to both the Charity Board and to the Burrell Renaissance in relation to the development of international relationships and networks.
- (2) presenting the Strategic Service Plan for 2013/14 which detailed
- (a) the Company's key strategic priorities for 2013/14;
  - (b) in relation to planning for the future, that it was recognised that this reflected the process that had taken place over the last two years which had engaged staff from across the organisation, and an Organisational Development Forum had been established to take forward the next phase of the change programme;
  - (c) the position with regard to Budget Strategy and resources, namely finance, staffing, property and the capital programme;
  - (d) the key strategic priorities for the Community Interest Company (CIC), which were to continue to maximise the financial return to the Charity via the Gift Aid payment, and to ensure that the CIC was as effective as possible in supporting the Charity to improve service delivery and increase commercial strategies;
  - (e) the key Audience Development priorities for 2013/14 for the Company's front facing services;
  - (f) the key role Partners played in enabling the Company to deliver a number of projects, programmes, activities and events, and also the need to engage with stakeholders and ensure that they were informed;
  - (g) that during 2013/14 the Company's Performance Management Framework would be re-structured to ensure that all services contributed towards Glasgow Life's strategic objectives, whilst supporting the priorities of Glasgow City Council's Strategic Plan for 2012-17 and the City's Single Outcome Agreement;
  - (h) that Risk Management should be an integral part of the Company's management culture, and to this end a more flexible and intuitive risk management system was now in place and would continue to be developed during 2013/14;
  - (i) that equalities underpinned the work of the organisation, and that a review of equalities across the company's services was proposed to take place in 2013; and
  - (j) that in relation to monitoring and review, the Senior Management Team had a responsibility for monitoring all areas of the organisation's activity including the quality and effectiveness of its work and evaluating the impact, and to assist this a Strategic Programme Board consisting of all Directors and Heads of Service had been established.

- (3) the submission of a report, accompanied by a presentation by the Director of Sport and Special Projects, in respect of the 2014 Commonwealth Games, which advised of progress on targets within the Active Legacy Theme of the City's Legacy Framework, and also provided an update on Glasgow Life's role in preparations for the Games; and
- (4) the submission of a report which provided an update on key developments and progress on Glasgow's Bid for the 2018 Youth Olympic Games.

After consideration the Board

- (a) with regard to the Burrell Collection
  - (i) noted the update and that a further report would be provided at the next Board meeting;
  - (ii) agreed to
    - (a) appoint Lord Kerr as Special Advisor to the Charity Board and as a member of the Burrell Renaissance, and to appoint Neil Macgregor as Special Advisor to the Burrell Renaissance; and
    - (b) approve the final membership and terms of reference for the Burrell Renaissance; and
  - (iii) expressed their gratitude to Sir Angus for the work which he had carried out in respect of the project.
- (b) with regard to the Strategic Plan for 2013/14
  - (i) agreed, subject to the addition of a reference to policy and research, to approve the Strategic Plan for 2013/14 and associated performance targets; and
  - (ii) noted that reports would be provided to future Board meetings in relation to the role of library services with regard to accessibility and social inclusion.
- (c) with regard to the 2014 Commonwealth Games noted
  - (i) the information provided in relation to progress with the targets within the Active Legacy Theme of the City's Legacy Framework, and accompanying presentation; and
  - (ii) the update in relation to Glasgow Life's role in preparations for the 2014 Commonwealth Games.
- (d) noted the update in relation to Glasgow's bid to host the 2018 Youth Olympic Games.

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

### **(1) Budget 2013/14 agreed.**

There was submitted a report by the Director of Finance which presented the Company's Budget for 2013/14 for approval advising that

- (a) the budget had been set as a break even budget due to the anticipated outturn for 2012/13 and was expected to result in unrestricted reserves at the top end of the Board's agreed Reserves Policy;
- (b) Glasgow City Council had confirmed the reduction in the Company's service fee as £1.85m each year over the next two years and the Senior Management Team had identified that savings in the region of £5m would be required to cover both years in order to balance the budget;
- (c) the overall position was an increase in the Company's total revenue budget of £2,430k, largely due to the cut in the service fee being offset by increases in Revenue Consequences for Tollcross International Swimming Centre and the Emirates Arena capital projects; and
- (d) overall expenditure showed an increase of £2,430k, although employee costs had reduced by £1,410k as a result of the Service Reform programme, there were increases in relation to premises and utilities costs, supplies and services and central costs, which showed an increase as a result of increased Depreciation Charges.

After consideration the Board agreed to approve the Budget for 2013/14.

### **(2) Financial Results to 15 February 2013 noted and agreed.**

There was submitted a report by the Director of Finance regarding the Company's financial performance to 15 February 2013 advising that

- (a) the overall position at Period 12 was a surplus of £386k, giving a positive variance of £1,367k against budget;
- (b) overall income was £647k ahead of budget, largely due to the strong performance of the Glasgow Club and the CIC;
- (c) overall expenditure had a positive variance of £720k, mainly as the result of an underspend on employee costs due to a number of vacancies throughout the year;
- (d) the CIC continued to perform well despite difficult trading conditions and showed a profit of £1,567k; and
- (e) it was proposed to make investments in designated reserve funds, namely the Energy Efficiency Fund, IT Investment Fund, and Dare to do Differently, as well as the establishment of an additional fund to support the Commonwealth Games.

After consideration the Board

- (i) noted the content of the report; and
- (ii) agreed to approve the proposals in relation to Designated Reserves.

**(3) 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 March 2013, 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 March 2013, and that the risk register was formally reviewed on a 6-monthly cycle.

**8. Reports 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) Tollcross International Swimming Centre was being fitted out by Glasgow Life with a public opening of the venue scheduled for the end of May and construction of the further extension to the building (Phase 2) due to start this month, with a completion date at the end of 2013;
- (b) Green 5 at Kelvingrove Lawn Bowls Centre, which had suffered from extreme wet weather in 2011, would be reassessed in early April 2013 and should the green not have responded to remedial works then re-turfing would be instructed;
- (c) building works at the Glasgow Green National Hockey Centre were due to be completed in Spring with the Centre expected to open to the public in July 2013, and Glasgow Life were working with Glasgow City Council to finalise details of the proposed occupation of the first floor office suite by Scottish Hockey;
- (d) work on the redevelopment of Glasgow Royal Concert Hall had begun on 28 January, and the building was fully hoarded with the contractor's site compound in place, with the project due to complete in June 2014; and
- (e) in relation to proposals for the phased redevelopment of the Kelvin Hall the HLF Round 2 bid would, subject to approval, be submitted in June 2013.

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

**(2) Sports Research – Axiom noted.**

There was submitted a report by the Director of Sport and Special Projects which provided the Board with the Executive Summary of the recent research carried out by

Axiom Consultancy on behalf of Glasgow Life and sportscotland on the Sport Sector in Glasgow

After consideration the Board noted

- (i) the information on the recent research carried out by Axiom Consultancy into the Sport Sector in Glasgow; and
- (ii) that any detailed suggestions or comments in relation to the report should be forwarded to the Director of Policy and Research.

**(3) Great Scottish Run update noted.**

There was submitted and noted a report by the Director of Sport and Special Projects which provided the Board with an update on the Great Scottish Run which was being organised in partnership with NOVA International.

**9. Reports by Depute Chief Executive.**

**(1) Kelvingrove Bandstand noted and agreed.**

There was submitted a report by the Depute Chief Executive which, advised the Board that Glasgow City Council had requested that Glasgow Life manage and programme the Kelvingrove Bandstand and Amphitheatre after the Glasgow Building Preservation Trust had re-developed and restored the Property to a usable standard, and sought delegated authority to the Chief Executive and her Directors to negotiate with the Council in respect of this Property as an addition to the property portfolio.

After consideration the Board

- (a) noted the information contained within the report; and
- (b) agreed to delegate authority to the Chief Executive and her Directors to negotiate with Glasgow City Council regarding the lease, required indemnity, service specification and level of service fee in respect of Kelvingrove Bandstand and Ampitheatre.

**(2) HR update noted.**

The Depute Chief Executive provided the Board with a verbal update in relation to negotiations with the Joint Trade Unions in respect of their recent pay claim.

The Board noted the verbal update provided.

**(3) Performance Report – 1 April 2012 to 28 February 2013 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 2012 to 28 February 2013;
- (b) advising that

- (i) overall performance continued to meet or exceed 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 the upgrade of ICT facilities in Glasgow Libraries which was previously reported had now been superseded by a wider programme to market all library services through a new suite of materials which would provide every library with a community library marketing 'toolkit' to be developed during 2013; and
- (iii) with regard to sickness and absence figures, 4 weekly meetings with the Depute Chief Executive, HR Manager and managers of areas identified as 'hotspots' continued to take place.

After consideration the Board noted the summary performance from 1 April to 28 February 2013, including details on the Company's staffing levels and sickness absence.

**(4) Statutory Performance Indicators – Comparison report 2011/12 noted.**

There was submitted a report by the Depute Chief Executive which provided the Board with information on the Company's Statutory Performance Indicators (SPIs) performance for 2011/12, comparative information on trends and summary information in relation to the 31 other local authorities; with particular emphasis on other large urban authorities.

After consideration the Board noted the information provided with regard to the Company's Statutory Performance Indicators (SPIs) performance for 2011/12 .

**(5) Glasgow Life Staff Survey noted.**

There was submitted a report by the Depute Chief Executive which provided the Board with a summary of the key findings from the second Glasgow Life staff survey carried out by Ipsos MORI.

After consideration the Board noted

- (a) the summary and key findings of the Staff Survey; and
- (b) the continuous improvement measures detailed therein.

**10. Report by Director of Policy and Research.**

**(1) Glasgow Life Research Strategy noted.**

There was submitted and noted a report by the Director of Policy and Research which provided the Board with detail of Glasgow Life's Research Strategy.

**11. Date of next meeting noted.**

The Board were advised that the next meeting would take place on Tuesday 11 June at 10am at Tollcross Leisure Centre.

**12. AOCB noted and agreed.**

The Board, having heard Dilawer Singh advise that the SWAP Programme, which aimed to increase the involvement of black minority ethnic women in sport and physical activity and of which Glasgow Life was a key partner, had been recognised with an award at the recent SALSC (Scottish Association of Local Sports Councils) conference, noted the achievement.

The Chief Executive further advised that Kelvingrove Art Gallery and Museum had been nominated for this year's Art Fund Prize and suggested that Lord Macfarlane be invited to attend the awards event on behalf of the Company, to which the Board agreed.

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Chair