

**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 Site Office,  
Commonwealth Arena and Sir Chris  
Hoy Velodrome, Glasgow on 14  
February 2012 at 11am.

Present: Councillor George Redmond (Chair)  
Sir Angus Grossart  
Mr Mel Young  
Sir Duncan Rice (part meeting)  
The Rt. Hon. George Reid (part meeting)  
Councillor Allison Hunter  
Councillor Chris Hughes  
Bailie Jean McFadden  
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, James Doherty, Media Manager, and Allan  
Drysdale, Liaison Officer, all Culture and Sport Glasgow.

Apologies: Councillor Stephen Curran and Stephen Phillips, Burness LLP.

**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 Councillor Stephen Curran and Stephen Phillips, Burness LLP.

**2. Minute of previous meeting approved.**

The minute of the previous meeting of 6 December 2011 was submitted and approved.

**3. Matters arising noted.**

With reference to the minute of 6 December 2011 and those paragraphs:-

- 4(1)(ii)(A) The Board having noted that the Nominations Committee had met on 2 February 2012, agreed that the Chief Executive update them at this point on the agenda. Thereon the Chief Executive provided the Board with a brief update, advising that the meeting on 2 February 2012 had identified and agreed to recommend to Glasgow City Council two individuals to fill the vacant positions of Independent Director.
- 4(1)(ii)(B) The Board noted that
- (i) with regard to Board Governance, the Chief Executive and Chair had met with the Chair of the CIC Board to discuss proposed changes to the CIC Board and their implementation; and
  - (ii) a lunch would be hosted by the City Council's Lord Provost in recognition of the contribution the CIC Board had made to the operation of Glasgow Life.
- 2(ii)&2(iv) The Board noted that with regard to Culture, Ceremonies and Queen's Baton Relay, an update would be provided by the Chief Executive at Item 5(1)(i).
- 3(ii) The Board noted the verbal update provided by the Chief Executive with regard to ongoing discussion with the Trade Unions.
- 3(iii) The Board noted that information on the Company's pension scheme had been circulated to the Board.
- 6(2)(iii)(A) The Board noted that in relation to the Pricing Strategy 2012/13, information had been circulated to the Board on services which the Company provided on behalf of NHS and GHA via sport.
- 8(3)(iii) The Board noted that information on the Glasgow Street Football Cup had been circulated to the Board in relation to locations across the City where the Street Football participation programme was taking place.

Councillor Hughes requested an update on the Libraries Amnesty, and it was noted that this was now underway and a further update would be provided to the next meeting.

#### 4. Update by the Chief Executive noted and agreed.

The Chief Executive updated the Board on a number of issues during which she advised that

- (1) With regard to Commonwealth Games 2014
  - (i) Culture, Ceremonies and Queen's Baton Relay
    - (a) work on the detail of the contract between Glasgow Life and the Organising Company on the delivery of the culture, ceremonies and Queen's Baton Relay programme was ongoing;
    - (b) the tender process to appoint a Ceremony contractor was currently underway and following a competitive tendering day an invitation to tender would be issued at the end of February with a view to making an appointment in June 2012;
    - (c) one of the key aims of the Queen's Baton Relay programme was to have more interaction with other Commonwealth countries in a cultural sense.

The Board noted the verbal update provided in relation to culture, ceremonies and Queen's Baton Relay.

- (ii) 2014 Memorandum of Understanding

The Board noted that this item had been continued to the next meeting.

- (2) With regard to other matters of Company business

- (i) provided an update on Glasgow's bid to host the 2018 Youth Olympics and advised that a report providing further detail would come to the Board's next meeting;
- (ii) a meeting had taken place with the Cabinet Secretary for Culture and External Affairs, with the Board represented by Sir Angus Grossart and the Chief Executive, at which there had been discussions in relation to the Burrell Collection and the National Museums Strategy; and
- (iii) the Heritage Lottery Fund had approved the stage 1 bid in relation to the redevelopment of the Kelvin Hall, in partnership with Glasgow University, and a further application for stage 2 would now be worked up.

The Board noted the verbal update provided with regard to the Ministerial Meeting and the Kelvin Hall redevelopment.

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

### **(1) Financial Results to 20 January 2012 noted.**

There was submitted a report by the Director of Finance informing the Board of the Company's financial performance to 20 January 2012 advising that:-

- (i) the overall position at Period 11 was a surplus of £1,576k, giving a positive variance of £1,312k against budget;
- (ii) overall income was £269k ahead of budget, with Glasgow Club and the CIC both performing well;
- (iii) overall expenditure had a positive variance of £1,043k, which was largely due to significant underspend on employee costs, this underspend had increased due to the strike day on 30 November 2011;
- (iv) the CIC performance continued to be strong and was on course to meet its target surplus for the year of £1,852k, this was helped by the strong performance from retail, with the success of the AC/DC exhibition contributing to this; and
- (v) it was anticipated that the outturn position was likely to be better than the previous outturn reported to Glasgow City Council of £852k, which would result in the reserves position at the year end to be at the upper end of the Board's reserves target.

After consideration the Board noted the Period 11 financial position.

### **(2) CIC Board update noted.**

There was submitted a report by the Director of Finance updating the Board on the work of the CIC Board and the issues considered at their meeting on 2 February 2012.

After consideration the Board noted the update provided in relation to the work of the CIC Board.

## **6. Reports by Director of Corporate Services and Community Planning.**

### **(1) Employment Tribunal: Equal Pay Liabilities noted.**

There was submitted a report by the Director of Corporate Services and Community Planning which provided a summary of the advice from Burness to Culture and Sport Glasgow in relation to ongoing equal pay claims against Glasgow City Council and a number of Glasgow City Council Arm's Length Organisations, and Culture and Sport Glasgow and intimating

- i) that the contract between Glasgow City Council and Culture and Sport Glasgow indemnified Culture and Sport Glasgow against any losses as a result of these claims; and

- ii) that ongoing discussions were taking place between Glasgow City Council and Culture and Sport Glasgow in relation to:-
  - (a) the next step in the ongoing equal pay claims against Glasgow City Council, other Arm's Length Organisations and Culture and Sport Glasgow; and
  - (b) implications of the judgment for the future relationships between Glasgow City Council and Culture and Sport Glasgow.

The Board noted the content of the summary report and that the Board would be briefed on the outcomes of the ongoing discussions between Glasgow City Council and Culture and Sport Glasgow.

**(2) Performance Report April to December 2011 and Statutory Performance Indicators – 2010/11 noted and agreed.**

There was submitted a report by the Director of Corporate Services and Community Planning

- (i) updating the Board on the Company's non-financial performance from April 2011 to December 2011;
- (ii) outlining the Company's performance in relation to the five Statutory Performance Indicators which the Company reported as part of its contractual agreement with Glasgow City Council; and
- (iii) advising that
  - (a) attendances at indoor and outdoor sport and leisure facilities had seen an increase of 327,000 (8%) compared to the same period in 2010, however, figures were 238,801 (5%) below target for April to December 2011;
  - (b) in addition to the previously reported recovery plan for Scotstoun Leisure Centre, recovery plans were also being rolled out for Holyrood, The Bridge and Bellahouston;
  - (c) PC and Wi-Fi usage had increased by 36,000 (4%) compared to the same period last year, however, this was 54,585 (6%) below target for the current period;
  - (d) with regard to Statutory Performance Indicators that
    - (I) 2 of the 5 indicators that Glasgow Life were responsible for were ranked in the top quartile of best performing authorities in Scotland, these being visits in person to museums and visits/usages of museums;
    - (II) indicators where the ranking position had dropped were in respect of visits to libraries, attendances at pools, and attendances at indoor sports and leisure facilities; and

- (III) recommendations for further action had been proposed to investigate and better understand the continued success/improved performance in other local authority areas.

After consideration the Board

- (A) noted the summary performance from April 2011 to December 2011, including details on the Company's staffing levels and sickness absence;
- (B) noted Glasgow Life's performance in relation to the five Statutory Performance Indicators that the Company reports as part of its contractual agreement with Glasgow City Council; and
- (C) agreed the recommendations for further action as set out in the report.

**(3) Risk Register noted.**

There was submitted a report by the Director of Corporate Services and Community Planning advising of the outcomes of the recent review of the risk register carried out in January 2012, 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 31 January 2012, and that the risk register was formally reviewed on a 6 monthly cycle.

**(4) Education Scotland Inspection – Drumchapel Learning Community noted.**

There was submitted a report by the Director of Corporate Services and Community Planning updating the Board on the outcome of the recent HMIE inspection of Community Learning and Development (CLD) in the Drumchapel area of the city, and advising that

- i) HMIE had carried out an inspection of CLD in the Drumchapel New Learning Community in December 2011;
- ii) Glasgow Life's lead role on behalf of Glasgow City Council was to support CLD planning and delivery on a partnership basis across the city;
- iii) HMIE checked five important quality indicators to keep track of how well CLD provision in Scotland was doing, with the feedback for Drumchapel being good in each of these areas; and
- iv) in respect of the areas identified for improvement, Culture and Sport Glasgow would develop their own improvement action plan in light of these.

After consideration the Board noted the information provided in the report.

**(5) Collections Report noted and agreed.**

There was submitted a report by the Director of Corporate Services and Community Planning providing the Board with information in relation to the performance of the Collections Agreement.

After consideration the Board

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

**7. Report by Director of Cultural Services.**

**(1) Glasgow Loves Christmas noted.**

There was submitted a report by the Director of Cultural Services updating the Board on the successful development of Glasgow Loves Christmas in 2011 and outlining planned developments for 2012 and beyond and advising that

- (i) following a review in early 2011 of the Winterfest Glasgow event, Glasgow City Council approved a number of major developments which were put in place for Glasgow Loves Christmas 2011 and delivered successfully by Glasgow Life;
- (ii) the scale of Glasgow Life's role in this new format created challenges in relation to the planning, delivery and budget for the project, and this would be required to be reviewed ahead of the 2012 event;
- (iii) discussions had already taken place with Glasgow City Council around a number of key developments for 2012; and
- (iv) work was ongoing with partners including Glasgow City Marketing Bureau and Glasgow City Council, to carry out an events audit in the city looking at the long term strategy for events, and highlighting events which could be grown.

After consideration the Board noted Glasgow Life's role in the ongoing development of Glasgow Loves Christmas.

**(2) Funding from Glasgow City Council Sundry Trusts approved and instruction to Director of Finance.**

There was submitted a report by the Director of Finance providing information on the availability of various Sundry Trusts and proposals for their use.

After consideration the Board agreed to approve the proposals included within the report and delegate the Director of Finance to identify appropriate projects and liaise with Glasgow City Council over the spending of these amounts.

**8. Report by Director Sport 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

- (i) the construction of the Commonwealth Sports Arena and Sir Chris Hoy Velodrome was close to 90% completion, with the main construction works due to finish in May 2012;
- (ii) the new main roof truss at Tollcross International Swimming Centre, had been hoisted into place in December 2011, which was a major milestone for the project and the site completion date was expected to be February 2013;
- (iii) the pricing document for the Glasgow National Hockey Centre had been issued to City Building and was due for return in mid February, with the tender for the pitches also due for return at that time;
- (iv) the Glasgow Royal Concert Hall Project Board had approved the Stage D report at their meeting in January 2012 and a report would go to Glasgow City Council's Executive Committee in respect of funding prior to submission of the planning application; and
- (v) with regard to the Kelvin Hall, the Heritage Lottery Fund had approved the Stage 1 application in January 2012 and a report would be submitted to Glasgow City Council's Executive Committee in February 2012 for approval of the appointment of the Design Team and Design Fees.

After consideration the Board noted the progress of projects included in the Capital Programme.

#### 10. **AOB**

The Chair advised the Board that the next meeting would take place on Tuesday 27 March 2012.

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Chair