

**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 at Scotland Street
School Museum, Glasgow on 30
March 2011 at 10.30am.

- Present: Councillor George Redmond (Chair)
Lord Macfarlane of Bearsden
Sir Angus Grossart (by telephone)
The Rt Hon George Reid
Councillor Allison Hunter
Bailie Jean McFadden
Mr Mel Young
Dr Bridget McConnell (Chief Executive)
- Attending: Martin Booth, Director of Finance, Susan Deighan, Director of
Corporate Services and Community Planning, 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.
- In attendance for item 4 only: Dr Ellen McAdam, Head of Museums, Culture and Sport
Glasgow.
- Apologies: Councillor Stephen Curran, Bailie Allan Stewart and Councillor
Anne McTaggart.

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.

Apologies were submitted by Councillor Stephen Curran, Bailie Allan Stewart and Councillor Anne McTaggart.

2. Minute of previous meeting approved.

The minute of the previous meeting of 9 February 2011 was submitted and approved.

3. Matters arising noted.

With reference to the minute of 9 February 2011 and those paragraphs:-

- 3 5(2)(ii) The Board noted that a report in relation to the Glasgow Boys in London would be presented to the June meeting of the Board.
- 3 7(2) The Board noted that a report in relation to the Review of the Transitional Services Agreement would be provided to the June meeting of the Board.
- 6 (3) The Board noted that in relation to the review of visitor figures for the Riverside Museum, the Director of Corporate Services and Community Planning would provide an oral update under Item 7(1).
- 6 (5)(ii) The Board noted that the report in relation to the Collections Agreement had been forwarded to Glasgow City Council for information.
- 6 (6)(iii) The Board noted that a letter had been sent to the Chair of the Riverside Museum Appeal, on behalf of the Board, congratulating the committee on their work thus far.

4. Collections Development Strategy approved Instruction to Head of Museums.

The Board received a presentation from Dr Ellen McAdam in support of a report in relation to the Collections Development Strategy.

The Board were advised

- (a) that Glasgow's Museums were responsible for the largest civic collection in the United Kingdom, over 1.4 million items;
- (b) that further work to improve the documentation of the collection was required to enable the Company to manage this asset more effectively;
- (c) of the opportunity to market Glasgow better as a destination for cultural tourism similar to Berlin or Amsterdam, currently the Burrell Collection was the only venue which was widely known outside Scotland;
- (d) of the importance of academic publications as a way to raise the cultural profile of Glasgow's collections;
- (e) that consideration should be given to putting more focus on areas such as local history and science technology and industry, which were popular with the public, but currently were not well researched or catalogued; and

- (f) of the intention to develop existing partnerships and seek new ones to support the development of the collections.

After consideration the Board

- (i) noted the report and accompanying presentation by the Head of Museums;
- (ii) agreed to approve the Collections Development Strategy;
- (iii) instructed the Head of Museums to present subsequent papers to the Board on
 - (A) Exhibitions and Display Changes
 - (B) Local History and Archaeology; and
- (iv) agreed to invite Glasgow City Marketing Bureau to a future Board meeting to discuss partnership working and the promotion of Glasgow as a destination for cultural tourism.

5. Update by the Chief Executive noted and approved.

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

- (1) A report detailing the Company's Strategic Plan for 2011/12 which advised
 - (a) of the strategic priorities for the Company into the next year;
 - (b) that the Company's management team had identified 7 critical business areas;
 - (c) that given the reduction in funding the Company would require to become more flexible and maximise income and funding opportunities;
 - (d) of the importance of developing key partnerships to assist the organisation in delivering against the identified strategic objectives;
 - (e) that £1.5m had been secured from Glasgow City Council as part of a planned investment programme for maintenance and improvements to facilities;
 - (f) that in relation to targets for 2011/12 it was anticipated that changes in service delivery would impact on performance, and targets had been set at an achievable level, taking account of national trends;

- (g) in respect of staffing that the development of an organisational development approach, prompted by the ongoing service reform programme, would be underway shortly to support the changes required to deliver the future workforce;
- (h) that the fundraising and sponsorship team would be focussing on reviewing the longer term fundraising strategy and priorities in 2011/12; and
- (i) of Glasgow Life's lead role in relation to the Commonwealth Games in respect of delivering venues, the Games Cultural Programme, and ensuring a sustainable cultural and sporting legacy from the Games.

(2) A report outlining proposals for Phase 2 of the Service Reform Programme for 2012/13 advising

- (a) of progress with regards to the staffing review of the senior management team and back office and support staff, which made up the most significant part of the service reform proposals;
- (b) that work was ongoing on the implementation of the PMP report on income generation for sport, which was expected to raise an additional £1.3m in 2011/12;
- (c) of the areas identified for reducing costs and increasing income namely sports income, integrated workforce planning, efficiencies and other income all as detailed in the report;
- (d) of the key areas that would be in scope for phase 2 of the staffing review, as detailed in the report;
- (e) that in order to deliver the flexibility required to achieve a more integrated workforce, a review of options to adapt the current pay and grading structure and the implications of any changes proposed was ongoing and had been informed by the new and emerging operating models; and
- (f) that the proposals set out in the report, including the full implementation of the review of back office and support staff, would deliver the savings required in 2012/13.

(3) An update on the 2014 Commonwealth Games advising that

- (a) the related capital projects were progressing well, including the National Indoor Sports Arena; and
- (b) work was continuing on the development of a cultural programme, which Glasgow Life were taking the lead role on.

After consideration the Board

- (i) agreed to approve the Strategic Plan for 2011/12;
- (ii) agreed to approve the Chief Executive and her management team commencing the consultation with staff and trade unions on phase 2 of the Glasgow Life Service Reform Programme;
- (iii) agreed that a further update providing detail would be circulated to the Board prior to the consultation meetings referred to at (ii) above; and
- (iv) noted the update on work relating to the 2014 Commonwealth Games.

6. Reports by Director of Finance.

(1) Budget 2011/12 approved.

There was submitted a report by the Director of Finance detailing the Budget for the financial year 2011/12 for approval.

The Board were advised that

- (a) the budget aimed to produce a surplus of £500k for the year with the aim of building the Company's reserves to a level which supported the long term sustainability of the organisation;
- (b) a number of significant budgetary pressures had been taken into account including the reduction in service fee from Glasgow City Council, and pressures on payroll budgets due to increases in National Insurance and superannuation contributions;
- (c) the overall position was an increase in the total budget of £460k, which was due to increased income from Sports and the CIC, as well as the increased service fee for the opening of Riverside Museum, which had offset the service fee reduction from Glasgow City Council;
- (d) overall expenditure showed a marginal increase of £47k, as savings from staff costs as a result of phase 1 of integrated workforce planning, were offset by increases in staffing for Riverside Museum, along with budgetary pressures on employee costs; and
- (e) the budget planning process had worked well, with positive engagement between budget holders and finance, this had contributed to producing a balanced budget, whilst ensuring that services were protected and that there would be no building closures.

After consideration the Board

- (i) agreed to approve the Budget for 2011/12; and

- (ii) agreed that a report be presented to a future meeting of the Board in relation to the economic impact of events.

(2) Financial Results to 18 February 2011 noted.

There was submitted a report by the Director of Finance informing the Board of the Company's financial performance to 18 February 2011 advising that

- (a) the overall position to period 12 was a positive variance of £1,613k; and
- (b) the principal reasons for this variance was a net surplus from the CIC mainly due to retail performance at Kelvingrove, and an underspend on employee costs.

The Board noted the financial position for period 12.

(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.

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

(1) Performance Report 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 2010 to February 2011.

The Board were advised that

- (a) visitor targets for Riverside Museum had been reviewed following discussion at the previous Board meeting, now revised to 625,000 for 2011/12 financial year, 700,000 for following year, and 125,000 for the first quarter of 2013 – giving an overall target of 1.45 million over two years;
- (b) performance was down in a number of areas including, visitor numbers at Kelvingrove, attendance at indoor and outdoor sports and leisure facilities, along with library visits and terminal usages;
- (c) the primary factors for this being the impact of industrial action in 2010, coupled with the adverse weather conditions experienced in December 2010; and
- (d) that performance in relation to the level of sickness and absence was unlikely to improve on last year's outturn.

The Board noted the summary of performance from April 2010 to February 2011 and the details on the Company's staffing levels and sickness absence.

(2) 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 February/March 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 March 2011, and that the risk register was formally reviewed on a 6 monthly cycle.

8. Report by Director of Cultural Services

(1) Riverside Museum Opening noted.

There was submitted a report by the Director of Cultural Services informing the Board of progress on arrangements for the opening of Riverside Museum in June and the pre and post events opening programme.

The Board were advised that

- (a) the pre-opening events programme would commence in April and continue to the opening weekend, consisting of previews for various sectors including business, community groups, travel and tourism, benefactors and the education sector;
- (b) post-opening events would focus on managing and enhancing the visitor experience by using the extensive public realm adjacent to the museum to provide a range of complementary visitor attractions and services; and
- (c) Glasgow Life had been working with a number of key stakeholders to develop the pre and post opening events, as well as producing a detailed marketing and media plan to ensure the opening of Riverside Museum, along with Tall Ship, was communicated locally, nationally and overseas.

After consideration the Board

- (i) noted the arrangements for the opening of Riverside Museum; and
- (ii) noted that contact would be made with Directors to invite them to one of the pre-opening events.

9. Report by Director of Sports and Special Projects.

(1) Capital Projects 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) fit-out work on Riverside Museum was nearing completion, and it was expected that the project as a whole was expected to be completed on budget;
- (b) work was continuing to progress well on the National Indoor Sports Arena and Velodrome and a site completion date was being forecast for 30 March 2012 with fit-out due to complete by the end of summer 2012;
- (c) a contract had now been awarded for the work at Tollcross Park Leisure Centre;
- (d) work was continuing on Kelvingrove Park – Lawn Bowls, and this was expected to be complete by June, funding was also being sought to replace the existing bowls and tennis pavilion;
- (e) the proposals for the Hockey Venue at Glasgow Green had now started going through the planning process; and
- (f) a Heritage Lottery Fund application was being submitted in April in respect of plans to redevelop Kelvin Hall.

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

10. AOB

The Chair advised that the Aye Write festival had been a great success and requested that a report come back to next meeting in relation to this.

There being no further business the Chair brought the meeting to a close.

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Chair