

**Culture and Sport Glasgow**

***(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 Scotstoun Stadium, Glasgow on 27 January 2010 at 10.30am.

Present: Bailie Elizabeth Cameron (Chair)  
Councillor Stephen Curran  
Sir Angus Grossart  
Councillor Allison Hunter  
Lord MacFarlane of Bearsden  
Dr Bridget McConnell (Chief Executive)  
Councillor Anne McTaggart  
The Rt Hon George Reid  
Mr Mel Young

Attending: Graeme Bell, Interim Director of Finance, Susan Deighan, Director of Corporate Services and Community Planning, Ian Hooper, Director of Sport and Special Projects, Anthony McReavy, Director of Fundraising and Commercial Development, Jill Miller, Director of Cultural Services, James Doherty, Media Manager and Anne Gilmour, Liaison Officer all Culture and Sport Glasgow.

Apologies: Bailie Gordon Matheson and Bailie Alan Stewart

**1 Welcome and opening remarks noted.**

Bailie Cameron having welcomed all present to the meeting advised

- (1) she had attended a recent meeting of the Museums Think Tank chaired by Fiona Hyslop MSP and intimated that
  - (a) recommendations of the Think Tank would be made early summer; and
  - (b) the government had recently made available capital funding of £750k to support Scottish Museums and Galleries across Scotland, to which local authorities, universities and independent trusts could apply; and

- (2) that she had recently met with the Archbishop of Glasgow and other clergy regarding the positive and negative issues that arose from the GOMA exhibition.

**2 Apologies noted.**

The Board noted apologies from Bailie Gordon Matheson and Bailie Allan Stewart.

**3 Notice and quorum agreed.**

Having heard the Chair advise that relevant notice of the meeting had been issued to all those entitled to receive it and that a quorum was present, the Board agreed to proceed to business.

**4 Scotstoun Stadium presentation noted.**

The Board noted a presentation by Ian Hooper, Director of Sport and Special Projects on the redevelopment of Scotstoun Stadium

- (1) providing information on the development history and upgrading of the complex since 1995;
- (2) advising on the increase in usage figures which were around 50,000 in 1994/95 with a projected 1.1m in 2010/11;
- (3) detailing the facilities and content of the new stadium which would be an International Athletics Venue and a high performance training venue for athletics and rugby;
- (4) outlining the Agreement with the Scottish Rugby Union which comprised of the provision of an administrative and training headquarters for Glasgow Warriors, dedicated office accommodation, various levels of shared services, a rugby development centre and the proposal to provide a floodlight synthetic rugby pitch at the rear of the stadium; and
- (5) advising of the formal opening of the Stadium by the HRH the Princess Royal which was held on 14 January 2010.

The Board thanked Ian Hooper for the presentation.

**5 Branding Strategy approved and instruction to Chief Executive.**

With reference to the minute of 25 November 2009 requesting that the new branding strategy be brought back to the Board, Lynne McPhee, Marketing and Communications Manager, Culture and Sport Glasgow presented the final proposals for the Branding Strategy

- (1) advising on the background and the main challenges of lack of cohesion between marketing activities and brands across Culture and Sport Glasgow;

- (2) providing information on the work to date and progress from the last meeting in relation to the testing of the new brand strategy which involved contributions from more than 200 people via focus groups, workshops and interviews;
- (3) proposing that Culture and Sport Enterprises be adopted as the registered name of the Company with 'Glasgow Life' becoming the internal and outward facing collective brand with the various service categories;
- (4) detailing the results and observations of tests in respect of the new branding 'Glasgow Life' which showed an 80% – 85% favourable outcome;
- (5) outlining 3 options for the Creative Concept which included the proposed graphics and design of the new logo and sub brand logos, alongside proposed communication tools, staff uniforms, signage and stationary;
- (6) advising that the most popular creative concept was option 1 which featured a specially designed symbol 'g' to represent Glasgow; and
- (7) listing the timeline for finalisation of the proposals leading to the launch of the new brand in May/June 2010.

After consideration the Board

- (a) thanked Lynne McPhee for the presentation;
- (b) requested that the colour and graphic representation of the letter 'g' be slightly modified;
- (c) suggested that future research be carried out to establish the impact of the new branding; and
- (d) agreed
  - (i) to recommend to Glasgow City Council the change of name of the company to Culture and Sport Enterprises;
  - (ii) the adoption of the name ' Glasgow Life ' as the customer facing brand; and
  - (iii) the brand design and creative concept as detailed in the report; and
- (e) instructed the Chief Executive to seek formal consent from OSCR in relation to the name change, liaise with Glasgow City Council regarding their approval and thereafter register the new name with Companies House.

***\*Sir Angus Grossart declared an interest in this item as Noble Grossart Ltd were shareholders in Taybun who were the Consultants who carried out the Branding Review.***

**6 Minute of the previous meeting approved.**

The minute of the previous meeting of 25 November 2009, having been circulated prior to the meeting, was approved.

**7 Matters arising.**

With reference to the minute of 25 November 2009 and those paragraphs: -

10 (1)(ii) The Board delegated authority and support to the Chief Executive and her Directors to negotiate with GCC to completion the lease(s), service specification, service fee and suite of contracts. An update report was included at item 8(2) on this Agenda.

10(5)(i) The Board requested that consideration be given to the feasibility of Social Enterprise Initiatives becoming involved in the running of community facilities. The Director of Corporate Services and Community Planning advised that some of the Company's Area Teams were already working with community groups in relation to the community management of facilities and that support would continue to be offered in this respect.

13(4)(iii) The Board instructed the Director of Strategic Planning and Corporate Services to forward the Collections performance report to Glasgow City Council for information. The Director of Corporate Services and Community Planning confirmed that the report had been sent.

**8 Reports by the Chief Executive approved.**

(1) Chief Executive's Update

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

(a) an update on the Company's Budget and Service Planning Strategy 2010/11

(i) outlining amendments made to the areas identified for savings previously reported at the meeting of 25 November 2009;

(ii) advising that Glasgow City Council at its meeting on 28 January 2010 would consider the proposals made by Culture and Sport Glasgow as part of their overall Budget recommendations;

(iii) intimating that agreement had not yet been reached with the Trade Unions regarding the review of staff terms and conditions and if this was not forthcoming, the proposed changes would be implemented giving staff 12 weeks notice of the changes; and

- (b) a request from the High Museum in Atlanta, Georgia, USA to borrow the Dali 'Christ of St John on the Cross' from 7 August 2010 to 2 January 2011
  - (i) providing information on the High Museum in Atlanta and the background to the request;
  - (ii) outlining the exchange offer including a donation of £25,000, a cultural exchange programme to promote Glasgow in the USA and a proposed visit to Scotland in the autumn of 2010 by the 'Director's Circle' of the High Museum with a view to development of partnerships;
  - (iii) advising on the implications of the loan particularly in relation visitor numbers to Kelvingrove.
- (c) an update on the Commonwealth Games advising
  - (i) that the capital works at the various venues were on programme and within budget;
  - (ii) on the current position relating to the plans and preparation for the Delhi flag handover together with information on the involvement of all Local Authorities within Scotland, the budget required and the associated risks.
- (d) the proposal to integrate School Library Services with Culture and Sport Glasgow's public library service as of August 2010 with a view to providing a better service for young people;
- (e) information on the realigned roles and responsibilities of the Senior Management Team which would create capacity to respond to ongoing changes as outlined in the Fit for the Future presented to the Board at its meeting on 28 October 2010
  - (i) advising on the new roles and responsibilities of the Senior Management Team
 

Graeme Bell	Interim Director of Finance
Susan Deighan	Director of Corporate Services and Community Planning
Ian Hooper	Director of Sport and Special Projects
Anthony McReavy	Director of Fundraising and Commercial Development
Jill Miller	Director of Cultural Services
Mark O'Neill	Director of Policy, Research and Development;
  - (ii) recommending

- (A) that Susan Deighan take on the duties of Depute Chief Executive enabling her to deputise for the Chief Executive in her absence; and
- (B) that whilst no change to salary provision was being proposed, the Chief Executive be given delegated authority to review remits and remuneration of the senior Management Team in future financial years.

After consideration, the Board

- (A) noted
    - (I) the update on the Budget and Service and Service Planning Strategy;
    - (II) the risks associated with the Delhi Handover;
    - (III) the reorganisation of the senior management team; and
  - (B) agreed
    - (I) to loan the Dali 'Christ of St John on the Cross' to the High Museum in Atlanta, Georgia from 7 August 2010 to 2 January 2011 subject to renegotiation of the donation of £25,000 and refer the matter to Glasgow City Council for approval;
    - (II) that Susan Deighan take on the duties of Depute Chief Executive; and
    - (III) to delegate authority to the Chief Executive to review remits and remuneration of the Senior Management Team in future financial years.
- (2) Glasgow Cultural Enterprises Implementation Plan noted and delegated authority to the Chief Executive and her Directors.**

There was submitted a report by the Chief Executive updating the Board on the current position regarding the Business Transfer of Glasgow Cultural Enterprises (GCE) to Culture and Sport Glasgow (CSG)

- (a) advising on the proposal to appoint Mr Svend Brown on a consultancy basis to take forward the artistic vision and undertake a wider remit to develop music activity and programmes across CSG;
- (b) outlining a number of changes to the previously reported business model namely the box office function and the security services which would now be carried out by CSG;

- (c) intimating that staff at GCE had been offered voluntary severance or early retirement packages and that expressions of interest were being reviewed against business operations;
- (d) detailing the risks associated with the transfer in respect of capital works, implementation of financially viable solutions to achieve the required level of savings and development of opportunities for increased income generation; and
- (e) providing information on the position with regard to all stakeholders in particular the RSNO and BBC SSO with the proposal to establish a Stakeholders Forum.

After consideration, the Board

- (i) noted the updated information on the transfer of GCE to CSG;
- (ii) approved the appointment of Mr Svend Brown on a consultancy basis; and
- (iii) delegated authority to the Chief Executive and her Directors to negotiate the terms and cost of the consultancy contract detailed above.

## 9 Reports by Interim Director of Finance approved.

### (1) Culture and Sport Glasgow Financial Performance to 18 December 2009.

There was submitted a report by the Interim Director of Finance outlining the company's financial performance for the period from 1 April to 18 December 2009

- (a) advising of income of £73.1m against a budget of £70.8m and expenditure of £73.5m against a budget of £70.8m to 18 December 2009; and
- (b) detailing explanations in respect of the information provided.

After discussion the Board approved the report.

### (2) Banking – Removal and Addition of Signatories

There was submitted a report by the interim Director of Finance seeking approval of the removal and addition of signatories of the Company Bank Accounts.

After consideration, the Board agreed

- (a) that Charles Beattie former Director of Finance/Deputy Chief Executive and David Walker former Financial Controller are no

longer authorised to give financial instructions on the Company's behalf and should be removed from the mandate of authorised signatories; and

- (b) that Susan Deighan, Director of Corporate Services and Community Planning be added to the existing main signatories authorised to give the Royal Bank of Scotland instructions in accordance with the mandate already held by them covering, in particular but without limitation, operations on the Company accounts. This includes all manual and electronic cheques and electronic cheques over £98,000

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

### **(1) Performance Report noted.**

There was submitted and noted a report by the Director of Corporate Services and Community Planning updating the Board on the company's non financial performance for the period and the Company's staffing levels and sickness absence as at 31 December 2009

- (a) advising that performance was on or exceeding target in relation to three performance indicators, slightly below for one indicator and two indicators relating to the number of visits to Kelvingrove Museum and the number of times terminals were being used were giving cause for concern;
- (b) outlining the reasons for the downturn in performance relating to number of visitors to Kelvingrove and the use of terminals in libraries;
- (c) summarising full time staffing levels across all service areas; and
- (d) indicating the Company's sickness absence levels at 31 January 2009 and the target to continue to reduce the levels during the remainder of 2009/10.

After consideration the Board noted

- (i) the information included in the performance report;
- (ii) the steps being taken to address the visits relating to Kelvingrove Museum; and
- (iii) that Govanhill Library was expected to reopen during the first quarter of 2010/11 which would impact on the use of library terminals.

### **(2) Culture and Sport Glasgow Performance Targets 2010/11 approved.**

There was submitted a report by the Director of Corporate Services and Community Planning on the Company's proposed performance targets for 2010/11. After discussion, the Board approved the 2010/11 performance targets.

**(3) Procurement of Gas Supply agreed.**

With reference to the minute of the Board meeting held on 25 November 2009 when the Board had agreed that Culture and Sport Glasgow participate in the procurement of electricity supply through a National Agency Agreement, there was submitted a report by the Director of Corporate Services and Community Planning advising that the Company intended to participate in the procurement of gas supply through an addendum to the Agreement currently being processed by Glasgow City Council.

After discussion, the Board agreed that Culture and Sport Glasgow participate in the procurement of gas supply through the Agency Agreement as detailed above.

**11 Reports by the Director of Sport and Special Projects.**

**(1) Scotstoun Stadium Redevelopment tender approved.**

There was submitted a report by the Director of Sport and Special Projects updating the board on the completion of Scotstoun Stadium and seeking approval of the funding arrangements and the tender for the development of a synthetic turf rugby pitch

- (a) providing information on facilities in the newly completed stadium;
- (b) advising that the stadium would cater for competition at all levels including televised international events, provide a training facility for athletic clubs and squads and be available for schools and community use;
- (c) detailing the renewable 5 year legal agreement with Scottish Rugby Union (SRU) which would see the stadium become the administrative and training base for Glasgow Warriors and a Development Centre for Rugby Union;
- (d) intimating that construction of a synthetic turf rugby pitch was part of the legal agreement with SRU and that tenders for the works had been received; and
- (e) indicating the financial provision for the project which was a combination of capital funding and the Company's future revenue income.

After consideration, the Board

- (i) noted the successful completion of Scotstoun Stadium; and
- (ii) approved, subject to final missives between Culture and Sport Glasgow and SRU being concluded
  - (A) the tender by Greenfield/Allsports for the construction of a synthetic turf rugby pitch; and

- (B) the capitalisation of the Culture and Sport Glasgow element of the construction budget.

**(2) Capital Programme Update noted.**

There was submitted and noted a report by the Director of Special Projects regarding an update on the Capital Programme

- (a) outlining the progress on a number of projects; and
- (b) advising that the contractor on the Riverside Museum project had indicated some slippage but that they still intended to meet the overall target completion date of March 2011.

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

**12 AOCB.**

Lord Macfarlane provided the Board with details on the content of an exhibition by cartoonist/sculpture artist David Shrigley being held at Kelvingrove Art Gallery and Museum.

The Chief Executive noted that information provided by Lord Macfarlane.

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Chair