

**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 the City Halls,  
Glasgow on 14 December 2010 at  
10.30am.

- Present: Councillor George Redmond (Chair)  
Sir Angus Grossart  
Councillor Allison Hunter  
Bailie Jean McFadden  
Dr Bridget McConnell (Chief Executive)  
Bailie Allan Stewart  
Mr Mel Young
- 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, Mark O'Neill, Director of Policy and  
Research, James Doherty, Media Manager and Allan Drysdale,  
Liaison Officer, all Culture and Sport Glasgow, and Stephen  
Phillips, Burness.
- Apologies: Lord Macfarlane of Bearsden, Councillor Stephen Curran,  
Councillor Anne McTaggart, and The Rt Hon George Reid.

**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 Lord Macfarlane of Bearsden, Councillor Stephen Curran, Councillor Anne McTaggart, and The Rt Hon George Reid.

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

The minute of the previous meeting of 3 November 2010 was submitted and approved.

### 3. **Matters arising noted.**

With reference to the minute of 3 November 2010 and those paragraphs:-

- 8(6)(ii) The Board noted that more detailed information on Service Reform and Efficiency was covered in Chief Executive's report at Item 6.
- 9(1)(d) The Board noted that a full report on the financial performance of the Glasgow Boys Exhibition was provided at Item 7(2).
- 10(a) The Board noted that a report on Sports Pricing Charges was provided at Item 11(2) on the agenda
- 11(2) The Board noted that an update on the review of services provided by Glasgow City Council was covered at Item 9(2)
- 11(5)(b) The Board noted that the Collections report has been forwarded to Glasgow City Council for information.
- 13(b) The Board noted that an up to date figure on spend in relation to the Riverside Museum was provided in the report at Item 11(1).
- 14(b) The Board noted that alternative dates for the October and December meetings of the Board in 2011 are included at Item 12.

### 4. **Update by the Chief Executive noted.**

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

- (1) With regard to HR Issues that
  - (a) the Trade Unions had, following a meeting with their members rejected the offer which the Board had agreed to put forward to them at their last meeting;
  - (b) this was disappointing considering the number of hours spent by officers in an attempt to resolve the dispute together with the ACAS intervention; and
  - (c) that communication with staff was crucial to ensure that they are fully informed of the situation and the offer which had been made.

After consideration the Board

- (i) noted the update provided; and
- (ii) agreed that direct communication with staff was vital to resolving this dispute, and in this respect a communications strategy was required.

- (2) With regard to the Museums Think Tank
- (a) that the Museums Think Tank, established by the Scottish Government, had now published its report;
  - (b) one of the key recommendations of the report was the establishment of a National Development Body which would aim to bring cohesion across the sector; and
  - (c) the report also recognised that some museums and galleries were of national importance and a mechanism to prioritise funding may help to address the balance between local and national provision.

The Board noted the publication of the report by the Museums Think Tank.

- (3) With regard to Service Reform and Efficiency

A paper was tabled at the meeting advising the Board of the proposals for the first phase of the staffing review required to deliver the savings identified for 2011/12 and 2012/13.

After consideration the Board approved the proposals as detailed.

- (4) With regard to the 2014 Commonwealth Games that

- (a) a debrief on the Delhi experience had taken place ranging from high level matters to technical issues;
- (b) Glasgow Life had a key role in ensuring a legacy around volunteering, sports development and culture and in this respect co-ordination between the different bodies involved would be crucial to success; and
- (b) that the related capital projects were progressing well, including the National Indoor Sports Arena, and that these developments would have a positive impact on the people involved in building the venues, as well as the surrounding communities.

After consideration the Board:

- (i) noted the update on the 2014 Commonwealth Games; and
- (ii) agreed that a report comes back to a future meeting detailing the proposals being put forward in terms of legacy.

- (5) With regard to the CIC Board

- (a) that Karen Taylor, Head of Events and Commercial Development, Glasgow Concert Halls, had presented to the CIC Board at their

last meeting a paper setting out the development of the venue hire function across 12 Glasgow Life venues.

- (b) that there was a strong performance from retail, in particular the Kelvingrove;
- (c) that vending income should start to improve performance; and
- (d) the Sports Retail Service had now been introduced in four venues, with initial levels of sales being very encouraging.

The Board, having discussed how the Company could develop commercial opportunities and new income streams, noted the update in relation to the CIC Board and requested that it become a standing item on the agenda.

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

### **(1) Financial Results to 29 November 2010 noted.**

There was submitted a report by the Director of Finance informing the Board of the Company's financial performance to 29 November 2010 advising that

- (a) the overall position for period 9 was a positive variance of £1,280k; and
- (b) it was expected that the financial performance for December would be affected by the recent severe weather.

The Board noted the financial position for period 9.

### **(2) Glasgow Boys noted Instruction to Chief Executive.**

There was submitted a report by the Director of Finance updating the Board on the overall financial impact of the Glasgow Boys on both the Charity and Trading CIC and advising

- (a) that overall the exhibition had brought in over £1m, with ticket sales accounting for £381k, along with donation and sponsorship income which totalled £275k;
- (b) that retail sales within the CIC were almost £414k;
- (c) that expenditure as detailed in the report came to £914k with £239k of this being associated with the CIC; and
- (d) of the positive reaction to the opening of the Glasgow Boys exhibition at the Royal Academy in London.

After consideration the Board:

- (i) noted the information contained within the report; and

- (ii) instructed the Chief Executive to bring back a further report on the success of the Glasgow Boys exhibition in London to a future meeting.

**6. Proposal for adjustment to Articles of Association of the CIC Board, Report by Company Secretary agreed.**

There was submitted a report by the Company Secretary inviting the Board to agree to alter the Company's (Trading) CIC Articles of Association in line with the adjustments outlined in the report and relating to telephone/video conferencing participation in meetings of the Directors or Committee meetings.

The Board having noted that there was no requirement to refer this matter to Glasgow City Council, agreed to alter the Company's (Trading) CIC Articles of Association as detailed in the report.

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

**(1) Friends of Glasgow Museums noted.**

There was submitted a report by the Director of Corporate Services and Community Planning which provided the Board with an overview of the Friends of Glasgow Museums (FOGM) and outlined future developments.

The Board were advised that

- (a) in the last year a review had taken place involving Glasgow Life's Development Team, working closely with FOGM to establish a more mutually beneficial working arrangement;
- (b) this review was part of the Company's future strategy for individual giving to establish a regular income stream from both existing supporters and newly identified supporters;
- (c) individual giving would fall into the following categories, membership and regular giving to specific projects, legacies/bequests; and
- (d) in addition to FOGM, Glasgow Life's Development Team had a database of over 8,000 individuals who have given to previous fundraising appeals, which would be used to engage with individuals to support the Company's ongoing activities.

The Board noted the contents of the report and the future strategy proposed.

**(2) Transitional Services Agreement noted.**

There was submitted a report by the Director of Corporate Services and Community Planning updating the Board on discussions regarding the services provided to Glasgow Life by Glasgow City Council.

The Board noted the information regarding the ongoing review of services provided by Glasgow City Council to Glasgow Life and that a further update would be provided at the February Board meeting.

**(3) Quarterly 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 and Staffing Levels for the period April to October 2010.

The Board were advised that

- (a) performance met or exceeded target in relation to 3 performance indicators and was below target in 3 indicators;
- (b) an assessment had been carried out on counting methods for visitors to Kelvingrove, following which adjustments had been made to the electronic counting system which should provide greater accuracy; and
- (c) the target for 2010/11 was to continue to reduce sickness absence across the Company.

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

**(4) Audit Scotland Report – Physical Recreation Services noted.**

There was submitted a report by the Director of Corporate Services and Community Planning which provided the Board with information with respect to the overall key messages and recommendations from the Audit Scotland report into Physical Recreation Services in Local Government.

The report informed the Board of the key recommendations and how Glasgow Life were responding to these, advising that

- (a) Sports Development and Sports Operations aligned their Service Plans and Business Plans respectively, to national priorities for physical regeneration as set out in national strategies, as well as the strategic objectives of Glasgow Life;
- (b) in terms of support to elected members on ALEO boards, Glasgow Life had prepared a comprehensive induction pack and had provided training to elected members on the role and function of Board members and the function of a Board;
- (c) in relation to reductions in public spending, Glasgow Life had carried out work with Glasgow City Council on property cost projections which included maintenance and refurbishment of facilities, and also carried out an exercise which provided annual/ 3 year/ 10 year projected running costs;

- (d) Glasgow Life's pricing structures were reviewed annually, and underpinning the review process was the need to ensure that Glasgow Life had an equitable, consistent and customer friendly pricing structure;
- (e) in terms of identifying efficiency savings, that the review of income generation by PMP genesis had considered a broad range of performance, benchmarking and financial information, which recommended options for an increased income target for 2011/12; and
- (f) to better understand customer needs, Glasgow Life was in the process of formulating Audience Development and Participation Plans for each of its services, and that Glasgow Sport were working towards achieving Customer Service Excellence, the government's national standard for providers of excellent customer service.

The Board noted the report and that Glasgow Life were using and would continue to use the recommendations to inform future physical recreation strategy.

## **8. Reports by Director of Cultural Services**

### **(1) Glasgow Life Macmillan Libraries Partnership noted.**

There was submitted a report by the Director of Cultural Services informing the Board of the partnership agreement currently being negotiated between Glasgow Life and Macmillan Cancer Support.

The Board were advised that

- (a) this partnership would build upon the success of the Cancer Information and Support Service provided in the library at The Bridge, Easterhouse;
- (b) this would be the first step in developing service points in ways which were supportive of both volunteers and members of the public and would have wider application across the country; and
- (c) given the considerable evidence that participation in cultural and physical activity had considerable health benefits, the aim was to transform the company from a large group of buildings to a network of services, so that customers could access all its services from any entry point.

The Board noted the contents of the report, and that a further report would be submitted to a future Board meeting.

## 9. Reports 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) the work on the Riverside Museum was largely complete and a handover date of 17 December had been agreed with the main contractor BAM, and the architects, Zaha Hadid;
- (b) work was progressing 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 end summer 2012;
- (c) a main tender had been issued for the development of Tollcross Park Leisure Centre and that this work would be part of a wider project including the re-provision of Shettleston Public Halls;
- (d) the Scottish Government in their Spending Review announcement had given a reasonably positive response to the request for a capital grant for the development of new accommodation for the RSNO at the Royal Concert Hall and the next stage will be to appoint a design team; and
- (e) that work was ongoing on a proposal to redevelop the Kelvin Hall as a multi purpose venue, and in this respect a report would be going before Glasgow City Council's Capital Programme Board during December 2010.

After consideration the Board

- (i) noted the progress of projects included in the Capital Programme; and
- (ii) agreed to hold a future meeting of the Board at the Riverside Museum during 2011.

### (2) 2011/12 Pricing Strategy Review – Leisure Charges approved.

There was submitted a report by the Director of Sport and Special Projects which presented to the Board the main recommendations of the 2011/12 Pricing Strategy Review of leisure charges for their consideration.

The Board were advised

- (a) that the recommendation was to increase the price for most activities by 3% to take account of inflation and costs involved in delivering the service;

- (b) that some activity charges had been set outwith the 3% increase, and the explanation for these;
- (c) that there were a number of additions and deletions to and from the price list all as detailed; and
- (d) of a number of future considerations in relation to the Company's Pricing Strategy namely
  - (i) the introduction of monthly direct debit as a means to pay for various activities e.g. learn to swim and gymnastic and football coaching sessions
  - (ii) 'Swim Plus' membership, investigation of monthly membership which would include the health suite.

After consideration the Board approved the Glasgow Life Leisure Pricing Strategy 2011/12 as set out in the report.

**10. Meeting dates for 2011 noted.**

There was submitted a report inviting the Board to note meeting dates for 2011 and to agree proposed dates for meetings in October and December.

The Board noted that meetings in 2011 would take place on the following dates, with meetings starting at 10.30am.

Wednesday 9 February  
Wednesday 30 March  
Wednesday 22 June  
Wednesday 7 September  
Wednesday 19 October  
Tuesday 6 December

**11. AOB**

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

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Chair