

**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 the Mitchell Library,  
Glasgow on 31 March 2010 at  
10.30am.

Present:            Bailie Elizabeth Cameron (Chair)  
                      Councillor Stephen Curran  
                      Sir Angus Grossart (by telephone)  
                      Councillor Allison Hunter  
                      Bailie Gordon Matheson  
                      Lord MacFarlane of Bearsden  
                      Dr Bridget McConnell (Chief Executive)  
                      Councillor Anne McTaggart  
                      Mr Mel Young  
                      Bailie Allan Stewart

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 Development and Commercial  
                      Operations, Jill Miller, Director of Cultural Services, James  
                      Doherty, Media Manager and Anne Gilmour, Liaison Officer all  
                      Culture and Sport Glasgow.

Apology:            The Rt Hon George Reid

**1 Welcome and opening remarks.**

Bailie Cameron having welcomed all present to the meeting advised

- (1) of recent comments in the press relating to the council and a number of its arms length organisations
  - (a) reassured the Board that that none of the references in the press related to Culture and Sport Glasgow (CSG) and that the Company, being a Charity was very different to some of the organisations referred to;
  - (b) intimated that Audit Scotland had publicly reported that it had no reason or evidence to investigate city council decisions, including those which established CSG; and

- (c) confirmed that Glasgow City Council were exploring a number of options for the future management of the Lighthouse.
- (2) that the Minister for Culture and External Affairs was visiting the Riverside Museum on 19 April 2010 and she would raise the question of the structure of museum's funding in light of the national and international status of Glasgow's museums;
- (3) of the April opening of the Glasgow Boys exhibition at Kelvingrove Museum;
- (4) that on 16 December 2009, Library Services achieved Customer Service Excellence accreditation and that she had congratulated staff at a ceremony on 23 February when Dr Bridget McConnell formally presented the certificate of accreditation to the Head of Libraries and Community Facilities and presented certificates to library supervisors from across the city for public display.

2 **Apology noted.**

The Board noted apologies from the Rt Hon George Reid, that he had recently been unwell and wished him a full and speedy recovery.

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 **Valedictory.**

The Chair indicated that this was the Director of Development and Commercial Operation's final meeting of the Board as he was leaving Culture and Sport Glasgow. On behalf of the Board she expressed gratitude and thanks and offered best wishes to Anthony McReavy in his new post.

The Director of Development and Commercial Operations responded in suitable terms.

5 **Minute of previous meeting approved.**

The minute of the previous meeting of 27 January 2010 was submitted and approved.

6 **Matters arising.**

With reference to the minute of 27 January 2010 and those paragraphs-:

- 5(b) the Board requested that the colour and graphic representation of the letter 'g' had to be slightly modified. It was confirmed that this had been taken on board.

- 5(c) the Board suggested that future research be carried out to establish the impact of the new branding. The Chair advised that the branding would be launched in June 2010 and a monitoring programme would be put in place.
- 5(e) it was confirmed that the proposed name change was still being discussed with Glasgow City Council and therefore had not yet been through their decision making process.

## 7 Reports by Chief Executive instruction to Chief Executive.

### (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 Commonwealth Games
  - (i) advising that the capital works at the various venues were on programme and within budget and that the Board would be briefed if there was any change to this;
  - (ii) intimating that the Glasgow City Council was currently considering various options for the future use of the Kelvin Hall; and
  - (iii) outlining progress on the Delhi Flag handover, in particular that 30 local authorities had signed up to take part in the event and that a strong team of top designers, artists and musical directors had been commissioned;
- (b) information on the appointment of the Company's new Director of Finance, Martin Booth;
- (c) an update on HR issues
  - (i) advising that staff had been balloted by their respective Trade Unions for strike action and action short of strike following the announcement of a pay freeze and the introduction of revised terms and conditions relating to changes to public holidays/annual leave and over time working;
  - (ii) providing details of a seminar held on the 30 March attended by Heads/Directors of all Council departments, arms length organisations and charities to explore future service provision in light of the economic downturn; and
  - (iii) outlining the need for new innovative ways of working ranging from the provision of services outwith Glasgow and new areas of sponsorship linked to community enterprise to partnerships with national bodies.

After discussion the Board requested that the Chief Executive

- (A) advise the Board of the result of the Trade Union ballots for industrial action;
- (B) provide the undernoted update reports to the next meeting of the Board
  - Options for the future of the Kelvin Hall
  - Outcomes from the Seminar held by Glasgow City Council as detailed above
  - Details of proposed partnership working with national bodies; and
- (C) arrange a Board 'Away Day' to discuss in detail the way forward for the Company in light of the above issues.

**(2) Glasgow Cultural Enterprises.**

There was submitted a report by the Chief Executive updating the Board on the business transfer of Glasgow Cultural Enterprises (GCE) to Culture and Sport Glasgow (CSG)

- (a) outlining the proposed artistic and education programmes for the forthcoming year comprising in the region of 50 events together with a range of education initiatives undertaken by the various partners led by the City Halls Education Team;
- (b) detailing the budget for 2010/11 and the intention to undertake a review of the placing of activities between CSG and CSG (Trading) CIC which might alter the financial position of the trading company;
- (c) advising that GCE staff would transfer to CSG on the 1 April 2010 and that all legal requirements of the transfer had been met;
- (d) updating the Board on the proposed maintenance arrangements for the coming year and that a feasibility study had been commissioned to determine the capital investment and associated business case for the future operation of the halls, to facilitate the residency of the Royal Scottish National Orchestra and to support opportunities to diversify the music programme;
- (e) intimating that
  - (i) shares in the GCE Trading Company would transfer to CSG as of 1 April 2010;
  - (ii) the assets/operations of this company would thereafter transfer to CSG (Trading) CIC; and

- (iii) the GCE Trading Company would be struck off in due course, therefore a skeleton Board required to be appointed for a limited period until such times as this happened.

After consideration, the Board

- (A) noted the progress on the business transfer of GCE To CSG; and
- (B) resolved that Bridget McConnell Chief Executive, Councillor Stephen Curran and Bailie Allan Stewart be appointed as Directors of GCE Trading Limited Board.

## **8 Reports by Interim Director of Finance approved.**

### **(1) Culture and Sport Glasgow Budget Plan 2010/11.**

There was submitted a report by the Interim Director of Finance detailing the Company's Budget Plan 2010/11(excluding GCE)

- (a) advising of income of £95.5m and £99.1m to 31 March 2010 and 2011, respectively and expenditure of £95.6m to 31 March 2010 and £98.6m to 31 March 2011;
- (b) outlining the basis of the budget projections and the major cost pressures; and
- (c) intimating that a number of new facilities would be under the management of the Company in the lead up to 2014 and the financial implications of this.

After consideration, the Board

- (i) noted that the Company's future strategic plan would be discussed at the Director's Away Day proposed by the Chief Executive; and
- (ii) approved the Budget Plan 2010/11.

### **(2) Culture and Sport Glasgow Financial Performance to 12 February 2010.**

There was submitted a report by the Interim Director of Finance outlining the company's financial performance for the period from 1 April 2009 to 12 February 2010

- (a) advising of income of £88.9m against a budget of £86.3m and expenditure of £88.8m against a budget of £85.1m to 12 February 2010; and
- (b) detailing explanations in respect of the information provided.

After discussion the Board noted

- (i) the gift aid of £1.1m from the Community Interest Company; and
- (ii) approved the report.

**(3) Banking - Removal and Addition of signatories.**

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

After consideration, the Board agreed

- (a) that Anthony McReavy, Director of Development and Commercial Operations would no longer be authorised to give financial instructions on the Company's behalf and should be removed from the mandate of authorised signatories with effect from 30 April 2010; and
- (b) that Martin Booth, Director of Finance 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 with effect from 12 April 2010. This includes all manual and electronic cheques and electronic cheques over £98,000.

**(4) Banking – New Bank Account.**

There was tabled a report by the interim Director of Finance requesting approval to open a new Bank account at the Royal Bank of Scotland in accordance with existing signatory mandates, to deal with the transactions of the former Glasgow Cultural Enterprises.

After consideration, the Board approved the report.

**9 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, staffing levels and sickness absence as at February 2010 and its performance in relation to the 2008/09 Statutory Performance Indicators

- (a) advising that performance was on or exceeding target in relation to five performance indicators and below in two indicators relating to the number of visits to Kelvingrove Museum and the number of visits recorded at libraries;

- (b) outlining the reasons for the downturn in performance relating to number of visitors to Kelvingrove and visits to libraries ;
- (c) summarising full time staffing levels across all service areas;
- (d) indicating the Company's sickness absence levels at 28 February 2010; and
- (e) detailing Culture and Sport Glasgow's performance in relation to the 10 Statutory Performance Indicators that the Company is responsible for.

After consideration the Board

- (i) noted
    - (A) the information included in the performance report;
    - (B) that the Glasgow Boys exhibition was scheduled to open in April 2010 at Kelvingrove Museum;
    - (C) that Govanhill Library was expected to reopen during the first quarter of 2010/11 and Parkhead Library was expected to open in the next few weeks which would impact on the number of visits recorded at libraries;
    - (D) the summary report on the 2008/09 Statutory Performance Indicators; and
  - (ii) recommended that the Chief Executive inform Glasgow City Council of the Company's continuing positive performance in relation to sickness absence.
- (2) Collections Agreement – Performance for the period from 1 October 2009 to 31 December 2009 noted – Instruction to Corporate Services and Community Planning.**

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

- (a) advising that the Collections Agreement required that Culture and Sport Glasgow (CSG) keep Glasgow City Council informed of progress on the performance of the CSG obligations; and
- (b) detailing a summary of information relating to the Collections Agreement for the period from 1 October to 31 December 2009.

After consideration, the Board

- (i) noted the report; and

- (ii) instructed the Director of Corporate Services and Community Planning to forward the report to Glasgow City Council for information

**(3) Procurement Manual and Rules Relating to Contracts approved.**

There was submitted a report by the Director of Corporate Services and Community Planning proposing revisions to the quotation process for procurements with a threshold of between £5,000 and £20,000.

After consideration the Board agreed that the Procurement Manual and Rules Relating to Contracts be amended accordingly.

**10 Capital Programme Update noted.**

There was submitted and noted a report by the Director of Special Projects regarding an update on the Capital Programme, advising of the progress on a number of projects

- (1) confirming that the main contractor on Riverside Museum had revised the building programme but that this would not impact on the anticipated March 2011 completion date;
- (2) advising that work on the National Indoor Sports Arena and Velodrome was progressing well; and
- (3) indicating that Maryhill Leisure Centre would open to the public at the beginning of April.

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