

Culture and Sport Glasgow
(Incorporated in Scotland, registered number SC313851)

MINUTES of a MEETING of the
Board Directors of Culture and Sport
Glasgow held in Glasgow on 13th
March 2008 at 11.00am.

- Present: Bailie Elizabeth Cameron (Chair)
 Councillor Stephen Curran
 Councillor James Dornan
 Councillor Steven Purcell
 Bailie Allan Stewart
 Sir Angus Grossart
 Lord Macfarlane of Bearsden
 The Rt Honourable George Reid
 Lord Stevenson of Coddenham
 Bridget McConnell, Chief Executive
- Apology: Councillor Aileen Colleran
- Attending: Susan Deighan, Director of Strategic Planning and Corporate
 Services; Ian Hooper, Director of Special Projects; Alan Horn,
 Director of Development and Commercial Operations; David Walker,
 Financial Controller; Tony O'Neill, Clerk to the Board; and Stephen
 Phillips, Burness, LLP.

1 Welcome and opening remarks and report by Chair noted.

Bailie Cameron welcomed all present to the meeting, remarked that Sir Angus Grossart would be participating at the meeting by conference phone and congratulated Lord Macfarlane on the recent news that the Glasgow Boys Exhibition was to be displayed within London's Royal Academy.

The Chair reported that

- (1) Kelvingrove Museum and Art Gallery was now the world's 14th most visited Museum;
- (2) she had chaired a number of events during the Aye Write Festival;
- (3) a bid was currently being prepared in respect of the City's pursuit for the Unesco City of Music title; and
- (4) Scottish Ensemble would be giving a concert at Wigmore Hall, London on the 24th April 2008.

After a discussion regarding correspondence, which the Chief Executive had received for the attention of Board Members, the Board agreed that in future the Chief Executive would respond on their behalf (with copies being passed to Directors), except in those cases where a personal response was requested. In this circumstance a draft response would be prepared for the consideration of the appropriate Director

2 Notice and Quorum agreed.

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.

3 Apology noted.

The Board noted an apology from Councillor Aileen Colleran.

4 Removal of Director and Appointment of new Director noted.

The Chair:-

- (1) advised that Glasgow City Council, at its meeting on 21st February 2008 had agreed
 - (a) to remove Councillor Archie Graham from office as a Partner Director of the company; and
 - (b) to appoint Bailie Allan Stewart, in Councillor Graham's place, as a Partner Director of the Company; and
- (2) confirmed that the Company had been notified accordingly.

5 Appointment to the Board of Directors of Culture and Sport Glasgow (Trading) CIC – Appointment agreed.

Lord Macfarlane, seconded by Lord Stevenson, moved that the Board agree the appointment of Bailie Allan Stewart as a Director of Culture and Sport Glasgow (Trading) CIC to replace Councillor Archie Graham

The Board unanimously agreed and resolved that written notice of the appointment should be given to Culture and Sport Glasgow (Trading) CIC.

6 Minutes of previous meeting approved.

The minutes of the previous meeting of 17th January 2008, having been circulated prior to the meeting, were approved, subject to Paragraph 6 (8) on Page 4 being amended to read "Peter Hutchison".

7 Matters arising.

With reference to the minutes of 17th January 2008, it was noted that

- (1) management accounts information was now being circulated to Board Members on a monthly basis;
- (2) Items 8 (a), (b), and (d) would be dealt with later in the agenda;
- (3) information on the Swim Development Plan would be reported to the June Board meeting;
- (4) discussions had concluded with Glasgow City Council in respect of Greenfield Playing Fields and Castlemilk Pool and that further details on the Glasgow Museums Resource Centre would be dealt with later in the meeting;
- (5) a report on the "Culture of Giving" would be submitted to the May Board meeting; and
- (6) the company's absence figures had fallen to 5.1%.

8 Report by Chief Executive noted – Position agreed - Instruction to Chief Executive.

The Chief Executive gave a verbal report, advising

- (1) of a proposal for Board Members to attend a series of away days throughout the year to discuss the strategic direction of Culture and Sport Glasgow, during which it was planned that a number of themes would be considered, namely
 - City Reputation
 - Infrastructure
 - Community Renewal
 - Business Development
- (2) of an update in respect of the 2014 Commonwealth Games and that Glasgow City Council's Executive Committee had appointed the Chief Executive and Councillor Archie Graham to represent the City on the 2014 Commonwealth Games Organising Committee;

- (3) that the recent Vibrancy Open Space Event had been attended by 130 people, including 67 Glasgow Citizens from the Citizens Panel and had identified 3 main themes namely
 - Widening Access and Participation
 - Infrastructure and Environment
 - Local History and Heritage
- (4) that a good response and a number of interesting questions had been posed following the company's presentation to the Council's Finance, Corporate and Trading Services Policy Development and Scrutiny Committee on 30th January 2008;
- (5) that discussions had taken place in respect of the commissioning of an option assessment in respect of any future refurbishment of the Burrell Collection;
- (6) that Culture and Sport Glasgow had applied for funding for 5 applications from the Homecoming 2009 Festival budget which had a total of £5million available;
- (7) of an update on the company's major capital projects and a major events strategy;
- (8) of the following HR issues;
 - (a) a staff survey would be conducted by an independent research company, the results of which would be reported back to the Board; and
 - (b) that discussions were continuing with Trade Unions in respect of
 - conditions of service relating to annual leave; and
 - staffing arrangements at Tramway where BECTU has advised that they are now in dispute with Culture and Sport Glasgow;
- (9) that the company was intending to submit an application to the Inspiring Scotland Scheme, which had an annual fund of £10million and was open only to registered charities; and
- (10) of an update on Glasgow Museums Resource Centre Phase 2 and the next phase which would include a period of closure to facilitate the movement of objects

After consideration, the Board

- (i) following concerns regarding the amount of Directors' time which would be required in respect of attending the proposed away days, agreed that

the Chief Executive prepare a series of reports based on the 4 themes outlined for Directors and consider one away day around an existing Board meeting date later in the year;

- (ii) agreed that the Chief Executive distribute a report on the Vibrancy Open Space event to all Board Directors;
- (iii) agreed that the Chief Executive report on progress in respect of the options with regard to any future refurbishment of the Burrell Collection in due course;
- (iv) supported
 - (A) the proposed change to annual leave/public holidays where Culture and Sport Glasgow staff would be allocated 34 days annual leave (**inclusive of 6 days previously allocated under public holiday entitlement**) together with 6.5 public holidays; and
 - (B) managements position with reference to the revised staffing arrangements at Tramway;
- (v) noted that Glasgow Museums Resource Centre would be closed for a period of time to be advised by the Chief Executive; and
- (vi) agreed to explore the option of re-naming the Glasgow Museums Resource Centre in due course to reflect the nature of services provided.

9 Culture and Sport Glasgow Financial Performance to 22nd February 2008 approved.

There was submitted a report by the Director of Finance outlining the company's financial performance for the period from 1st April 2007 to 22nd February 2008.

After having heard the Chief Executive, the Board approved the report.

10 Culture and Sport Glasgow Performance report noted.

There was submitted and noted a report by the Director of Strategic Planning and Corporate Services updating the Board on the company's financial and non-financial performance for the period from 1st April 2007 to 31st January 2008, advising

- (1) that a total of 5 of the 8 non-financial key performance indicators identified were scheduled to either meet or exceed the year end targets, with 4 of the 5 indicators demonstrating an improvement in performance when compared to the same period last year;
- (2) of information in respect of
 - (a) the number of lets recorded at directly managed community facilities;

- (b) the number of lets at primary and secondary schools; and
- (c) the level of sickness absence across Culture and Sport; and
- (3) of additional performance information which had been requested from the last Board meeting in respect of
 - (a) indoor sport and leisure facility attendances;
 - (b) lending figures; and
 - (c) an update on the Glasgow Club Pricing Strategy.

11 **Culture and Sport Glasgow Planned Investment Programme - Phase 2 approved.**

There was submitted a report by the Director of Strategic Planning and Corporate Services seeking approval for Phase 2 of the Planned Investment Programme, advising

- (1) that Culture and Sport Glasgow Year 1 Planned Investment Programme was currently underway and that 18 out of 22 proposed projects would be completed by the end of March 2008, with the remainder due on site by summer;
- (2) that Glasgow City Council's Executive Director of Financial Services had intimated that £1.5million would be available to carry out Year 2 of the programme;
- (3) that the criteria identified within Year 1 of the Property Agreement had been applied, together with the following further criteria
 - (a) investing in local facilities; and
 - (b) opportunities presented by the Council's capital works programme; and
- (4) of a proposed list of projects to be undertaken (outlined in an appendix to the report) which had been divided into the following strategic groups
 - (a) heating and ventilation;
 - (b) roof and associated works;
 - (c) building infrastructure; and
 - (d) city-wide.

After consideration, the Board

- (i) approved Phase 2 of the Planned Investment Programme; and
- (ii) agreed that it be submitted to Glasgow City Council.

12 **Museums Acquisitions and Disposals policy and Scheme of Delegated Functions – Amendments approved – Instruction to the Chief Executive.**

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

- (1) advising that
 - (a) Glasgow City Council's Executive Committee on 22nd February 2008 had approved amendments to the Museums Acquisitions and Disposals Policy which required to be updated in order to meet National Standards and comply with the requirements of the Scottish Museums Council;
 - (b) the Council had also agreed to pass the revised Policy to Culture and Sport Glasgow and the Scottish Museums Council for their respective approval; and
 - (c) as a result of this revised Policy there required to be an amendment to the Company's Scheme of Delegated Functions to take account of specific delegations which were required to operate the Policy; and
- (2) outlining in
 - (a) Appendix 1 of the report, the amendments to the Museums Acquisitions and Disposal Policy; and
 - (b) Appendix 2 of the report, the proposed amendments to the Scheme of Delegated Functions.

After consideration, the Board

- (i) approved
 - (A) the revised Museums Acquisitions and Disposals Policy; and
 - (B) the revisions to the Scheme of Delegated Functions as detailed in Appendix 1 of this minute;
- (ii) noted that the Policy had been passed to the Scottish Museums Council for their approval; and
- (iii) instructed the Chief Executive to submit a report to a future Board meeting to address a number of issues raised by Directors, including

- (A) clarity in respect of “anonymous bequests or donations” and those institutions to be consulted in relation to Acquisitions and Disposals;
- (B) the need for a strategic rationale for acquisitions and disposals in relation to the development of the collection; and
- (C) previous approaches to repatriation and expoliation requests.

13 Supply of Library Materials – Extension of contract approved.

There was submitted a report by the Director of Strategic Planning and Corporate Services seeking approval for a 1 year extension to the current contract for the supply of library materials at a cost of £1.01million, advising

- (1) that Glasgow City Council's former Cultural and Leisure Services Committee had approved a 3 year contract to June 2008 for the supply of library materials in May 2005, with an option to extend this for a further 12 months;
- (2) that this contract was assigned to Culture and Sport Glasgow at the transfer in April 2007 and the company had decided to take up the contract extension option; and
- (3) of the main reasons for taking up this option.

After consideration, the Board approved the award of the undernoted contracts for the supply of library materials:-

- (a) Holt Jackson Ltd in the sum of £300,000 for the supply of adult fiction material;
- (b) Askews Ltd in the sum of £365,000 for the supply of adult non-fiction reference and reference standing orders;
- (c) Peters Ltd in the sum of £200,000 for the supply of children and young people's materials;
- (d) Dandy Booksellers in the sum of £10,000 for the supply of official publications;
- (e) Rondo in the sum of £50,000 for the supply of audio material;
- (f) Bertrams Library Services (previously Cypher Ltd) in the sum of £60,000 for the supply of DVD's/Videos; and
- (g) Cambridge Information Ltd in the sum of £25,000 for the supply of CD-ROMS.

14 Property Portfolio – Addition of Ibrox Community Complex - Delegated authority approved.

With reference to the minutes of 17th January 2008 approving delegated authority to the Chief Executive and Company Directors to negotiate with Glasgow City Council (GCC) in respect of additions to the property portfolio, there was submitted a report by the Director of Strategic Planning and Corporate Services, advising that

- (1) GCC had requested that Culture and Sport Glasgow formally manage Ibrox Community Complex (formerly Ibrox Community Trust) on their behalf;
- (2) the complex was situated in the south of the city and played a significant role in supporting and developing football within Glasgow and assisted in the implementation of the City's Sports Pitch Strategy and attracted significant levels of usage; and
- (3) Culture and Sport Glasgow and previously the Council's former Cultural and Leisure Services had managed the facility on behalf of Ibrox Community Trust for over 5 years and had made significant improvements to the management and development of health and fitness programmes.

After consideration, the Board approved delegated authority to the Chief Executive and her Directors to negotiate with GCC regarding the lease, service specification and level of service fee in respect of the future management of Ibrox Community Complex.

15 New authorised signatory and removal of authorised signatories approved.

There was submitted a report by the Director of Strategic Planning and Corporate Services, in respect of banking arrangements, that a new authorised signatory be added and that existing signatories be removed.

After consideration, the Board agreed that

- (1) David Walker, Financial Controller, be approved as an authorised signatory for manual cheques in accordance with the mandate already held by the Royal Bank of Scotland covering, in particular but without limitation, operations on the Company accounts; and
- (2) Graeme Elder, formerly Head of Finance, Personnel and IT and Jim Logan, Finance Manager, be removed as authorised signatories.

16 **Close of business.**

There being no further business the Chair declared the meeting closed.

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Chair

The Chief Executive is authorised

1. In terms of the Museums Acquisition and Disposal Policy,
 - (a) to purchase, items on behalf of the Council using funds from the Museums Purchase Fund (the maximum sum available from this fund is £5,000 per annum).
 - (b) following recommendation from the Head of Arts and Museums, to purchase, items on behalf of the Council using funds from the Acquisitions Fund. Items purchased must be no more than £200,000 with a maximum of £100,000 available from the Acquisitions Fund and the remainder from external funders.
 - (c) following recommendation from the Head of Arts and Museums, to purchase items on behalf of the Council using funds from the Contemporary Art Fund. Items purchased must be no more than £20,000 with a maximum of £10,000 available from the Contemporary Art Fund and the remainder from external funders.
 - (d) to accept or reject potential bequests, donations and gifts to the Council.
 - (e) be permitted to lend the Collection or part of the Collection on behalf of the Council to registered Museums without having to obtain the Council's approval. The exception to this will relate to lending of any items that will have a significant impact on the displays.