

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

MINUTES of a MEETING of the  
Board of Directors of Culture and  
Sport Glasgow held in Glasgow on  
18th June 2008 at 11.00am.

- Present: The Rt Hon The Lord Macfarlane of  
Bearsden (Chair)  
Councillor Aileen Colleran  
Councillor James Dornan  
Bailie Allan Stewart  
Sir Angus Grossart  
The Rt Hon George Reid  
Lord Stevenson of Coddenham (By conference phone)  
Bridget McConnell, Chief Executive
- Apologies: Bailie Elizabeth Cameron  
Councillor Stephen Curran  
Councillor Steven Purcell
- Attending: Susan Deighan, Director of Strategic Planning and Corporate  
Services; Ian Hooper, Director of Special Projects; Alan Horn,  
Director of Development and Commercial Operations; Jill Miller,  
Director of Operations; Mark O'Neill, Head of Arts and Museums;  
James Doherty, Media Officer; Anna Castelveccchi, Clerk to the  
Board; and Stephen Phillips, Burness, LLP.

**1 Appointment of Chair agreed.**

In the absence of Baillie Cameron, Lord Macfarlane chaired the meeting. Lord Macfarlane welcomed all those present

**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.

The Board asked Stephen Phillips to review the position within the Companies Memorandum and Articles of Association to ensure that those attending by

telephone contributed to the meeting being quorate and could participate in any issues where a vote was required.

**3 Apologies noted.**

The Board noted apologies from Baillie Elizabeth Cameron and Councillors Stephen Curran and Steven Purcell.

**4 Minutes of previous meeting approved.**

The minutes of the previous meeting of 13th March 2008, having been circulated prior to the meeting, were approved.

**5 Riverside Museum Project - Presentation noted – Instruction to Chief Executive.**

The Board heard a presentation by Ian Hooper, Director of Special Projects and Mark O'Neill, Head of Arts and Museums regarding progress with the Riverside Museum Project

- (1) setting out the background to the relocation of the existing Museum of Transport and explaining the advantages of the new riverside site;
- (2) outlining the objectives of the Riverside Museum project which was scheduled to open to the public in Spring 2011;
- (3) explaining the principles used to guide the design of the new displays; and
- (4) confirming that the cost of the project was £74m of which £69m had been committed by Glasgow City Council and the Heritage Lottery Fund with the balance to be raised by the Riverside Museum Appeal, an independent charitable trust chaired by Lord Smith of Kelvin.

There was a discussion during which the following matters were raised;-

- the importance of a strong project management team, a strict regime for change control and a robust financial reporting hierarchy.
- the City Council's lighting strategy and the inclusion of the SV Glenlee in the programme.
- the importance of the Board being given regular monitoring information about the project.
- site visits would be arranged for Board members as the building work progressed.

The Board then thanked Ian and Mark for their presentation; and

- (a) noted the report; and
- (b) instructed the Chief Executive to provide the Board with regular progress reports on the project.

## 6 **Matters arising.**

With reference to the minutes of 13th March 2008, it was noted that in respect of

- (1) **item 11, Acquisitions and Disposals Policy,**
  - (a) anonymous donations and bequests, the aim was not to deter such giving but to ensure that donors had the right to make the donation and held title to the object concerned;
  - (b) it was confirmed that the list of institutions detailed in Appendix 2 would be consulted and was indicative only. It would be amended to reflect this;
  - (c) approaches to repatriation and spoliation requests have previously been dealt with by a specially convened committee of the Council. Each request was considered under its own merits. In the future any requests of this nature, Glasgow City Council's Executive Committee would consider the recommendation of Culture and Sport Glasgow taking into account the ethical implications and the legal position. This was reflected in the policy that was considered by the Board;
  - (d) the development of an acquisitions policy would be one of the issues for consideration at the "away day" meeting; and
- (2) **item 8 (6), Homecoming 2009 Festival Budget** - 3 projects had been awarded funding, Inspiration Exhibition (£75,000), Aye Write (£20,000) and the World Pipe Band championships (£25,000).

## 7 **Report by Chief Executive noted – Instruction to Chief Executive.**

There was submitted and noted a report by the Chief Executive advising that

- (1) an organising committee was now in place for the 2014 Commonwealth Games, the Chairperson was Lord Smith of Kelvin and its members included representatives of the Commonwealth Games Federation, the Commonwealth Games Council for Scotland, the Scottish Government, Glasgow City Council and an athlete representative. John Scott had been appointed Chief Executive and would be in post in August 2008,

- (2) the proposed Board Members Strategy Day to discuss the strategic direction of Culture and Sport Glasgow would take place on 4th September 2008 and to allow initial consideration of the issues prior to the meeting briefing papers had been prepared for members in respect of 4 main themes, namely,

- Engaging People – Making a Difference
- City Reputation
- Infrastructure
- Organisational Growth

Further details would be worked up for the meeting in September.

- (3) In respect of Human Resources issues,

- (a) BECTU was about to ballot its members on strike action relating to the dispute about staffing arrangements at Tramway and in Community Facilities;
- (b) Annual Leave/Public Holidays – management were still in discussion with staff and trade unions; and
- (c) Attendance management, - the latest absence statistics showed a decrease from 5.1% for 2007/08 to 4.91% for the period to 24 May 2008;

- (4) in respect of facilities

- (a) Shettleston Halls, had recently been destroyed by a fire the cause of which had still to be determined, however users groups had been contacted and alternative venues had been identified for their activities;
- (b) Greenfield Football Centre, the new facility would open in July 2008;
- (c) GMRC Phase 2, the contract handover date was the end of June 2008, after which objects would be moved in prior to the public opening scheduled for Spring 2009;
- (d) Pollok Library and Pool was scheduled to open in August 2008,
- (e) Castlemilk Pool was scheduled to open on October 2008;
- (f) Ibrox Community Centre, the Executive Committee of Glasgow City Council at its meeting on 16 May 2008 had approved the grant of a lease of the facility to Culture and Sport Glasgow and negotiations were ongoing in respect of the management arrangements and service fee.

(g) McLellan Galleries, the lease by the School of Art would come to an end in 2011 and Sir Angus Grossart was instructed to establish a small group to consider options for the future use of the facility; and

(5) a Public Reporting Meeting has been proposed for Saturday 4th October 2008 to present the Annual Review . Baillie Cameron had agreed to chair the meeting and Board members were also welcome to attend.

**8 Culture and Sport Glasgow - Financial Performance to 31st March 2008 and 9th May 2008 approved.**

There was submitted a report by the Director of Finance outlining the company's financial performance for

(1) the year to 31st March 2008; and

(2) the accounting period from 1st April to 9th May 2008.

After having heard the Chief Executive, the Board noted and approved the financial results.

**9 Catering Services - Review of Transitional Services Agreement approved.**

There was submitted a report by the Director of Finance regarding a proposed amendment to the Transitional Services Agreement (TSA) in respect of catering services, advising that

(1) the TSA was for a period of 2 years with the option to extend for a further year;

(2) catering services were provided by the City Council's catering service, "Encore" and the contract contained a variety of arrangements regarding royalty payments but did not include any payment from the catering operation at Kelvingrove;

(3) it was proposed that a uniform royalty fee be levied on all income from all catering services provided in all the venues managed by Culture and Sport Glasgow; and

(4) the Board of the Community Interest Company had already considered and approved the proposal together with a recommendation regarding the quality of services delivered within Culture and Sport Glasgow venues.

After consideration the Board approved the amendment to the TSA.

10 **Culture and Sport Glasgow Annual Performance report noted – 2008/09 Measures of Improved Performance and Statutory Performance Indicator Targets approved.**

There was submitted a report by the Director of Strategic Planning and Corporate Services regarding the company's non-financial performance for 2007/08, including an annual review to be submitted to Glasgow City Council together with 2008/09 Measures of Improved Performance and Statutory Performance Indicator Targets, advising that

- (1) a total of 5 of the 7 non-financial key performance indicators identified had either met or exceeded annual targets, with 2 indicators between 0.5% and 3% of targeted performance levels;
- (2) the annual review recognised the performance of Culture and Sport Glasgow and highlighted some of the key achievements of the inaugural year set within the context of new challenges, alongside the services agreement with Glasgow City Council and its Cultural Strategy and Council Plan; and
- (3) each of the 2008/09 headline targets detailed in the report were closely linked to the services agreement with Glasgow City Council and the targets outlined in the Council Plan and Glasgow's Single Outcome Agreement.

After consideration, the Board

- (a) noted the annual non-financial performance information for 2007/08; and
- (b) approved the 2008/09 Measures for Improved Performance Targets and Statutory Performance Indicators Targets

11 **Property Portfolio – Addition of Netherton Football Pitches – Authority to Chief Executive.**

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 take over the management of Netherton Football Pitches as a city wide football site;
- (2) the pitches had until recently been managed by Netherton Amateur Football Club and were located adjacent to Netherton Community Centre and Bowling Green; and
- (3) if approved, it was proposed that Culture and Sport Glasgow should honour match fixtures already arranged by Netherton Amateur Football Club.

After consideration, the Board authorised the Chief Executive to enter into negotiations with GCC regarding the lease terms, service specification and level of service fee in respect of the future management of Netherton Football Pitches.

## 12 **Voluntary Income Strategy - “Culture of Giving” vision approved etc.**

There was submitted a report by the Director of Development and Commercial Operations regarding the development of a “Culture of Giving”

- (1) advising that
  - (a) one of the main drivers of the decision to establish Culture and Sport Glasgow as a charity to deliver culture, sporting and community services was the potential of such an organisation to attract new voluntary income;
  - (b) the voluntary income strategy’s core objective was to attract additional income from non traditional sources in order to expand the range and quality of services provided, however the company’s legal status as a charity was not in itself enough to deliver this benefit;
  - (c) it was crucial that potential supporters regarded the organisation primarily as a charity and wholly as a “good cause” and it was equally important that those within the organisation recognised the cultural change and reflected it in the way they communicated with partners and supporters; and
  - (d) part of the establishment of a “culture of giving” was a requirement to create an internal culture that recognised the right to be perceived as a “good cause”; and
- (3) setting out how various income streams would be developed to achieve sustainable and significant income growth together with targets.

After discussion, the Board

- (i) approved the vision outlined in the report;
- (ii) endorsed the commitment to communicate the values of a charity to various audiences; and
- (iii) noted the financial targets for voluntary income against which future performance would be reported.

13 **Museums Temporary Exhibitions Programme approved.**

There was submitted and approved a report by the Head of Arts and Museums regarding the Museums Temporary Exhibitions Programme,

- (1) advising that it was proposed to expand the temporary Exhibitions programme in order to
  - (a) enhance the City's reputation as an international centre of cultural excellence;
  - (b) contribute to achieving the City's tourist targets, including repeat visits from existing audiences in the Greater Glasgow area; and
  - (c) attract new repeat visitors from new audiences, particularly those from excluded groups; and
- (2) detailing the costs of the proposed programme if fully implemented.

14 **Outcome of HMIE Inspection of Community Learning and Development in Pollok and Pollokshaws noted.**

There was submitted and noted a report by the Director of Operations regarding the outcome of a recent HMIE follow through inspection of Community Learning and Development (CLD) in the Pollok and Pollokshaws areas of the city, advising

- (1) that HMIE had published its first report on the inspection of the CLD work in Pollok and Pollokshaws in September 2006 and the action plan prepared by the lead organisation at the time, Cultural and Leisure Services addressed the main points of action identified by HMIE;
- (2) that a follow-up inspection had been undertaken in January 2008 to assess the extent to which the authority had responded to its main points for action;
- (3) of the key findings of the report as detailed in the appendix ; and
- (4) that overall, the feedback from the inspection had been very positive.

15 **2009 Programme of meeting dates approved.**

There was submitted and approved a report by the Chief Executive setting out a programme of meeting dates and times for 2009.

16 **Close of business.**

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

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Chair