

**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 in the People's Palace, Glasgow on 18 March 2015 at 10am.

Present: Councillor Archie Graham OBE (Chair)
John McCormick
Mel Young
Lee McConnell
Dilawer Singh MBE
Councillor Soryia Siddique
Councillor Emma Gillan
Councillor Frank McAveety
Dr Bridget McConnell CBE

Attending: Martin Booth, Director of Finance and Governance, Ian Hooper, Director of Sport and Infrastructure Support, Jill Miller, Director of Cultural Services, James Doherty, Media Manager, Kathryn Greehy, Governance and Risk Manager, and Allan Drysdale, Liaison Officer, all Culture and Sport Glasgow.

Apologies: Sir Angus Grossart
Professor Lesley Sawers
Councillor David McDonald

1. Welcome, Notice and quorum noted.

Having noted that the relevant notice had been issued and a quorum was present, the Board agreed to proceed to business as hereinafter minuted.

2. Apologies noted.

The Board noted that apologies had been received from Sir Angus Grossart, Professor Lesley Sawers and Councillor David McDonald.

3. Minute of previous meeting approved.

The minute of the previous meeting of 28 January 2015 was submitted and approved.

4. Matters arising noted.

The Board noted that with reference to the minute of 28 January 2015 and the paragraphs

- 5(a) an update in relation to the Burrell Renaissance is included at item 5(1) on the agenda.
- 5(b) that a copy of the brochure produced in support of the Burrell at Bonhams exhibition had been circulated to Board members.
- 7(3) a further update in relation to HR will be provided at item 7(1) on the agenda.

5. Update by the Chief Executive noted and agreed.

The Chief Executive presented to the Board

- (1) Glasgow Life's Business and Service Plan for 2015/16 which set out
 - (a) the Company's key strategic priorities for 2015/16;
 - (b) the alignment of the Company's services to the themes set out within Glasgow City Council's strategic priorities for, and our contribution to the city's Single Outcome Agreement;
 - (c) the role of the Company in civic leadership, particularly in delivering cultural and sporting legacies from the 2014 Commonwealth Games;
 - (d) interventions identified as key drivers for change, these being
 - Workforce Planning Programme
 - Logic Modelling
 - Customer Relationship Management
 - Equalities Review
 - Energy Efficiency and Recycling;
 - (e) the financial context and planning for 2015/16 which included a reduction in the service fee from Glasgow City Council of £1.5m and how this is managed whilst still meeting demand for more and better services into the future;
 - (f) the service priorities, targets and resources for 2015/16 within each service area;
 - (g) that during 2015/16 the Company's Performance Management Framework would be reviewed to ensure that all services contributed towards Glasgow Life's strategic objectives, whilst supporting the priorities of Glasgow City Council's Strategic Plan for 2012-17 and the City's Single Outcome Agreement.
- (2) a report which informed of progress with regard to the Burrell Renaissance project and updated them on the following areas:
 - (i) in respect of the Heritage Lottery Fund (HLF) application, approval for proposals will be sought from Glasgow City Council's Executive Committee ahead of the HLF Board meeting in April 2015 where major grant awards would be finalised;
 - (ii) informed that work continued to take place around proposals for the International Tour of the Collection and Duncan Dornan, Head of Museums and Collections, would be visiting New York and Boston to follow up on contacts established by Sir Angus Grossart and Lord Kerr;

- (iii) that we were currently engaged in the recruitment of a PR specialist to provide PR and Media support to the Burrell Renaissance project and fundraising teams; and
- (iv) that the development of a fundraising strategy was ongoing with resources required to support this being identified, and recruitment of personnel underway, a timeline had been drawn up which sets out the proposed actions throughout the closure, refurbishment and re-opening of the building.

After consideration the Board

- (a) agreed to approve the Business and Service Plan for 2015/16 and the associated performance targets; and
- (b) noted the update provided in respect of the Burrell Renaissance and that a further update would be provided to the next Board meeting in June.

6. Report by Director of Policy and Research

(1) 2014 Commonwealth Games – Host City Volunteers presentation noted.

Bridget Sly, Volunteer and Citizenship Manager, provided the Board with a presentation on the Host City Volunteers project.

The presentation detailed the delivery of the project, the volunteering and individual legacies stemming from this, and the feedback from research and evaluation which had been carried out to capture volunteer's experiences.

The Board noted the presentation.

7. Reports by Chief Operating Officer

(1) HR update noted.

The Chief Executive provided the Board with a verbal update in relation to a pay strategy for 2015/16.

After consideration the Board noted the update and requested that further information be brought to the next meeting.

(2) Performance Report – April to February 2015 noted.

There was submitted a report by the Chief Operating Officer

- (a) which updated the Board on the Company's non-financial performance from 1 April to February 2015; and
- (b) advised that
 - (i) overall performance exceeded target for three indicators (visits to museums and galleries, attendances at sports and leisure facilities, and visits to directly managed community facilities);
 - (ii) visits to libraries continued to show an amber, with a number of factors contributing to this, however, 'virtual visits' continued to grow with over 1.25 million having taken place to date;

- (iii) visits to art and music venues also showed a red rating, with works to Tramway having an significant impact on visitor numbers; and
- (ii) sickness and absence figures showed an amber rating and were just marginally behind target.

After consideration the Board noted the summary performance from 1 April 2014, including details on the Company's staffing levels and sickness absence.

8. Report by Director of Sport and Infrastructure Support

(1) Capital Programme update noted.

There was submitted a report by the Director of Sport and Infrastructure Support informing the Board of progress on projects included in the Capital Programme which advised

- (i) that with regard to Glasgow Royal Concert Hall, construction was now expected to complete in May/June 2015, and as previously reported Tax Incremental Funding had been secured for additional infrastructure improvements at the venue; and
- (ii) of updates in relation to progress on phase 1 of the Kelvin Hall project, the Burrell Renaissance masterplan, the relocation of the athletics track from Hampden Park to Crownpoint Sports Complex.

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

9. Reports by Director of Finance and Governance

(1) Financial update noted.

There was submitted a report by the Director of Finance and Governance which informed the Board of the Company's financial performance for period 12 advising that

- (i) the overall position was a deficit of £3,971k against a budgeted deficit of £1,869k, which was a negative variance of £2,102k;
- (ii) overall income was £1,100k ahead of budget, with Glasgow Club being £531k ahead of budget;
- (iii) overall expenditure had a negative variance of £3,971k, this was primarily due to overspends in premises and utilities, along with employee costs;
- (iv) the CIC showed a profit to date of £1,344k, which was £603k behind budget, with the works at Glasgow Royal Concert Hall significantly impacting on catering and venue hire; and
- (v) the Leadership Team were taking steps to address the current financial position, and meetings continue to take place across all service areas to ensure their commitment to deliver to their budget and beyond.

After consideration the Board noted the period 12 financial position.

(2) Risk Register noted.

There was submitted a report by the Director of Finance and Governance which advised of the outcomes of the recent review of the risk register carried out in March 2014, and detailed the top five risks to the Company.

It was highlighted that there had been no change to the top five risks from those reported to the previous meeting.

After consideration the Board noted the content of the report in relation to the risks to the Company to March 2014, and that the risk register was formally reviewed on a six-monthly cycle.

10. Report by Director of Cultural Services

(1) Equalities Review update noted and agreed.

There was submitted a report by the Director of Cultural Services which provided the Board with an update on progress following the Equalities Review which was recently carried out,

After consideration the Board:

- (i) noted the update and progress in improving Glasgow Life's performance in relation to Equalities; and
- (ii) agreed to approve the areas for future action via the Workstreams as set out in the report.

(2) Collections Agreement noted and agreed.

There was submitted and report by the Director of Cultural Services which provided the Board with information in relation to the Collections Agreement for the period 1 October to 31 December 2014.

After consideration the Board

- (i) noted the performance information in relation to the Collections Agreement; and
- (ii) agreed that the report be referred to Glasgow City Council for information.

(3) Spoliation Claim – Burrell Tapestry noted and agreed.

There was submitted a report by the Director of Cultural Services which advised the Board of a spoliation claim which had been received via the Department for Culture, Media and Sport's (DCMS) Spoliation Advisory Panel and the recommendation of the Spoliation Advisory Panel.

After consideration the Board

- (i) noted the report of the Spoliation Advisory Panel;
- (ii) agreed to recommend to Glasgow City Council that a settlement be agreed with the claimants as concluded by the Spoliation Advisory Panel, and agree a mechanism for this settlement to be made.

11. **Date of Next Meeting**

There being no further business the Chair drew the meeting to a close and advised the Board that the next meeting would take place on Wednesday 24 June 2015 at 10am.