

**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 Buchanan
Suite, Royal Concert Hall, Glasgow
on 22 June 2011 at 10.30am.

Present: Councillor George Redmond (Chair)
Lord Macfarlane of Bearsden
Sir Angus Grossart (by telephone)
Bailie Jean McFadden
Mr Mel Young

Attending: Susan Deighan, Director of Corporate Services and Community
Planning, Martin Booth, Director of Finance, Ian Hooper,
Director of Sport and Special Projects, Jill Miller, Director of
Cultural Services, Mark O'Neill, Director of Policy, Research
and Development, James Doherty, Media Manager, and Allan
Drysdale, Liaison Officer, all Culture and Sport Glasgow.

In attendance for item 3 only: Paul Dickens, Core Business Psychology.

Apologies: Councillor Stephen Curran, Bailie Allan Stewart, Councillor
Allison Hunter, The Rt. Hon. George Reid, Dr Bridget
McConnell, and Stephen Phillips, Burness.

1. Welcome, notice, apologies and quorum.

The Board were advised that apologies had been submitted by Councillor Stephen Curran, Bailie Allan Stewart, Councillor Allison Hunter, The Rt. Hon. George Reid, Dr Bridget McConnell, and Stephen Phillips, Burness.

The Chair informed the meeting that as the quorum had not been reached the Board was unable to take any decisions at the meeting, therefore items requiring agreement would go to the next Board meeting for approval.

The meeting was also advised that Glasgow City Council

- (i) had approved the removal of Councillor Anne McTaggart as a partner Director of Culture and Sport Glasgow; and
- (ii) would advise of her replacement once this had been formally agreed.

2. Board Appraisal noted.

The Board were given a presentation by Paul Dickens, Core Business Psychology, which provided feedback on the recent Board Appraisal process which the Board had recently undertaken.

After consideration the Board

- (i) thanked Paul for his presentation;
- (ii) indicated that the Board Appraisal process had been a very worthwhile exercise;
- (iii) noted that a written final report would be circulated to Board members; and
- (iv) sought further discussion at their next meeting around the action plan to take forward key areas identified.

3. Minute of previous meeting noted.

The minute of the previous meeting of 30 March 2011 was submitted and noted.

4. Matters arising noted.

With reference to the minute of 30 March 2011 and those paragraphs:-

- 3 5(2)(ii) The Board noted that a report in relation to the Glasgow Boys would now go to the next Board meeting in September
- 4 (4)(iv) The Board noted that there would be a presentation from GCMB to a future meeting of the Board
- (10) The Board noted that a report would be presented to the September meeting of the Board on the success of the Aye Write festival.

5. Update by the Chief Executive noted.

In the absence of the Chief Executive the Director of Corporate Services and Community Planning updated the Board on the following issues, which she advised

- (1) With regard to Service Reform that
 - (a) Phase 1 of the Service Reform Programme had been completed and all appointments had now been made at grades 9 and 10;

- (b) the savings target for Phase 1 had been met;
- (c) initial discussions with trade unions had taken place with regard to proposals for Phase 2, with a further meeting scheduled for July;
- (d) trade unions had responded with a series of questions relating to the Phase 2 proposals; and
- (e) a pay claim of a flat rate across the board increase of £500 for all Glasgow Life staff (which amounted to £1.2 million), had been submitted by the Joint Trade Unions for 2011/12, and they had been advised that the claim would be considered by the Board.

After consideration the Board

- (i) noted the update provided in relation to Service Reform;
- (ii) noted that a draft statement responding to points raised by trade unions would be circulated to the Board for their approval; and
- (iii) requested that, with regard to the pay claim from the Joint Trade Unions, officers provide further information on the current public sector pay environment to the next meeting.

(2) With regard to Riverside Museum that

- (a) the Museum had opened to the public on 21 June receiving 6600 visitors on the first day;
- (b) it was expected that visitor levels would be continue to be high over the opening weekend; and
- (c) retail sales in the Museum shop had performed strongly with over £3500 being taken on the opening day.

After consideration the Board noted the update on the opening of Riverside Museum and initial visitor figures.

(3) An update on the 2014 Commonwealth Games advising that

- (a) the related capital projects were progressing well, including the National Indoor Sports Arena;
- (b) work was continuing on the development of a cultural programme, which Glasgow Life were taking the lead role on; and
- (c) further detail in respect of this was included at Item 8(3) on the agenda.

After consideration the Board noted the update on progress towards the 2014 Commonwealth Games.

6. Report by Director of Sports and Special Projects.

(1) Capital Programme 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) final works on the Riverside Museum had been completed in time for it's opening on 21 June, and overall the project had been a great success having been delivered on time and on budget;
- (b) good progress continued to be made on the development of the National Indoor Sports Arena, with the building expected to be wind and watertight by the end of August 2011, with a building handover anticipated in early May 2012, followed by the fit out of the velodrome and indoor athletics track;
- (c) Tollcross Park Leisure Centre would close in December 2011, with the pool closing on 23 October to allow work to begin on an additional 50m pool and spectator seating to meet requirements for the Commonwealth Games in 2014, with the site completion date scheduled for February 2013;
- (d) work on Kelvingrove Park – Lawn Bowls was expected to complete by July 2011; and
- (e) in relation to Kelvin Hall, Glasgow City Council's Capital Board approved further work to develop the partnership proposal, as previously advised to the Board, and that the result of a bid which had been submitted to HLF in April 2011 was awaited.

The Board were further advised that, with regard to the recent fire at the Kelvin Hall, although there had been significant damage to the Health Suite, the Main Sports Hall and Arena had not been affected, and it was anticipated that the facility would be open in time for an event scheduled for early July.

After consideration the Board

- (i) noted the progress of projects included in the Capital Programme; and
- (ii) congratulated officers on the delivery of Riverside Museum on time and on budget.

(2) Glasgow Club Bellahouston noted.

There was submitted a report by the Director of Sport and Special Projects informing the Board of the requirement and business case for the proposed development works to Glasgow Club Bellahouston.

The Board were advised that

- (a) the current Fitness Gym at Bellahouston had been in operation for almost 11 years with the last refurbishment taking place in 2006;
- (b) the Gym had some 76 pieces of cardiovascular and strength equipment, and was open 96 hours per week attracting almost 25% of city wide Glasgow Club membership, representing in excess of 5000 customers;
- (c) the opportunity to utilise the first floor space formerly used as a Crèche which would allow a 40% increase in the floor area of the Fitness Gym, which offered a strategic solution to reduce attrition, increase sales retention and generate additional membership sales;
- (d) the proposal was to fund the works required from reserves, with the costs being capitalised and funded by depreciation charges over 5 to 7 years
- (e) the aim of the exercise was to protect Glasgow Club Bellahouston's annual fitness income and to grow the income to cover the depreciation costs, as without this expansion there was a significant risk of a decline in this income.

After consideration the Board noted

- (i) the risks identified with regard to Glasgow Club income; and
- (ii) the proposed development works to Glasgow Club Bellahouston.

(3) Commonwealth Games Delivery and Legacy noted.

There was submitted a report by the Director of Sport and Special Projects informing the Board of the Company's role in supporting key elements of Commonwealth Games preparation and Games time delivery advising

- (a) that the Company would enter into a series of Venue Use Agreements with the Organising Committee (OC) for the use of the following venues as competition venues for an agreed period just prior, during, and immediately after the Games:-
 - Tollcross Leisure Centre (Swimming)
 - Scotstoun Sports Campus (Squash/Table Tennis)
 - Kelvingrove Park (Lawn Bowls)
 - Glasgow Green (Hockey)
 - National Indoor Sports Arena (NISA) (Badminton)
 - Sir Chris Hoy Velodrome (Track Cycling)
- (b) additionally some other venues such as Scotstoun Stadium may be required as training venues, however, consideration would be given to ensuring that a reasonable level of provision of public leisure facilities was maintained across the City during this period;

- (c) that Glasgow Life would be seeking an arrangement with the OC whereby appropriate Glasgow Life staff could benefit from the Games Experience through secondment to relevant OC positions such as Venue Managers, this would provide a crucial skills legacy for Glasgow Life and the City;
- (d) that Glasgow Life had already delivered a widely applauded flag handover ceremony in Delhi under contract with the OC, and subject to a formal agreement with the OC, would project manage the 2014 Cultural Programme on its behalf, both in the lead-up to, and during the Games itself;
- (e) that Glasgow Life in conjunction with GCMB, GCC, EventScotland and UK Sport had led the development of a Sports Events Strategy for the City to support the build-up to the Games in 2014, and provide a post-Games platform for positioning the City in the global sports events market, with some notable events already having been secured;
- (f) that Glasgow Life leads the development of the City's Strategic Volunteering Framework aimed at developing a structure to support the increased volunteering opportunities that would arise in the build up, during, and after the Games in 2014; and
- (g) in relation to the London 2012 Olympics, Glasgow Life continued to lead on a number of agreed events and programmes and the planning for each was well underway.

After consideration the Board noted the content of the report.

7. Reports by Director of Finance.

(1) Unrestricted Reserves Policy noted.

There was submitted a report by the Director of Finance which invited the Board to review the Company's unrestricted reserves policy advising

- (a) of the Company's current reserves policy of between 1% and 1.5% of total income and the anticipated level of reserves which the organisation was expected to have at 31 March 2011;
- (b) that it was essential to create a balance between providing protection for the organisation against future adverse economic conditions and tying up resources unnecessarily which limited the amount which could be spent on charitable activities; and
- (c) of the recommendation that the Company's reserves policy should be to maintain unrestricted reserves at between 1.5% and 2.5% of total income.

After consideration the Board noted

- (i) the content of the report; and

- (ii) that the Policy would be considered by the Audit Committee prior to coming back to the next meeting of the Board for approval.

(2) Financial update noted.

There was an oral report by the Director of Finance informing the Board of the Company's financial performance advising that

- (a) the overall position for 2010/11 was expected to be a surplus of £1.2m;
- (b) the Company's final accounts for 2010/11 had yet to be audited; and
- (c) improved market conditions and a change to the pensions assumptions (using CPI instead of RPI) had resulted in a significant improvement to the Company's pension deficit.

After consideration the Board noted

- (i) the financial update provided; and
- (ii) that the monitoring report for period 3 would be circulated to the Board once available.

(3) CIC Board Update noted.

There was submitted a report by the Director of Finance updating the Board on the work of the CIC Board.

The Board noted the update provided in relation to the CIC Board.

8. Reports by Director of Corporate Services and Community Planning.

(1) Annual Performance Report 2010/11 noted.

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

- (a) outlining Culture and Sport Glasgow's fourth annual performance report;
- (b) highlighting some of the key achievements and measures of success during 2010/11 and performance against targets set within the Company's Strategic Objectives;
- (c) indicating performance targets for 2011/12 taking into consideration the challenges faced, such as fundraising and continuing to grow income in the current economic climate, cross-Service efficiency savings and the Company's commitment to continue to deliver world class cultural and leisure services to the residents and visitors of Glasgow.

After consideration the Board

- (i) noted Culture and Sport Glasgow's Annual Performance Report for 2010/11;
- (ii) welcomed the achievements of the Company over the previous year;
- (iii) requested that opportunities should be sought to publicise more widely the diverse range of activities which the Company was responsible for; and
- (iv) proposed that communications on the Company's achievements be provided on a more regular basis to the Board.

(2) 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 from April 2011 to May 2011.

The Board were advised that

- (a) visits to museums and galleries were slightly below target, primarily due to visits to Kelvingrove being significantly below target;
- (b) a report would be presented to the next Board meeting detailing actions to be taken to increase visitor numbers at Kelvingrove;
- (c) the Gallery of Modern Art had attracted 111,000 visitors during April and May, exceeding expectations;
- (d) attendances at indoor and outdoor sports facilities were down on target, partially due to attendances at Scotstoun Leisure Centre;
- (e) terminal use was down on target due to a number of issues, including a number of days in April where systems were unavailable or not functioning to capacity, as a result of the integration of the Schools Library Service; and
- (f) that performance in relation to the level of sickness and absence had shown an improvement in the first two months of the year.

The Board noted the summary of performance from April 2011 to May 2011 and the details on the Company's staffing levels and sickness absence.

(3) Risk Register noted.

There was submitted a report by the Director of Corporate Services and Community Planning informing the Board of the outcomes of the recent review of the risk register carried out in May 2011. The report further detailed the top 5 risks to the Company.

After consideration the Board noted the content of the report in relation to the risks to the Company to 31 March 2011, and that the risk register was formally reviewed on a 6 monthly cycle.

(4) HMIE Inspection CLD Hyndland noted.

There was submitted a report by the Director of Corporate Services and Community Planning informing the Board of the outcome of the recent HMIE inspection of Community Learning and Development (CLD) in the Hyndland area of the city advising that

- (a) HMIE had carried out an inspection of CLD in the Hyndland New Learning Community in February 2011;
- (b) Glasgow Life was a key provider of CLD opportunities in Glasgow, with the Company also having the lead role on behalf of the City Council to support CLD planning and delivery on a partnership basis across the city; and
- (c) HMIE checks five important quality indicators to keep track of how well CLD provision in Scotland was doing, with the feedback for Hyndland being either good or very good in each area.

After consideration the Board noted

- (i) the content of the report; and
- (ii) Bailie McFadden's request to be sent the full version of the HMIE report.

9. Reports withdrawn

The Board noted that the following reports had been withdrawn from the agenda:-

Agenda Item 10 (5) - Additional Paternity Leave Regulations

Agenda Item 10 (6) - Guidance on Hospitality and Promotion

Agenda Item 11 (1) - Glasgow Boys

10. AOB

The Chair advised the Board that the next meeting would take place on Wednesday 7 September at Riverside Museum

.....
Chair