

**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 Kelvingrove Art Gallery and Museum, Glasgow on 19 January 2016 at 10am.

Present: Councillor Archie Graham OBE (Chair)
Sir Angus Grossart
John McCormick
Mel Young
Dilawer Singh MBE
Lee McConnell
Councillor Helen Stephen
Dr Bridget McConnell CBE

Attending: Susan Deighan, Chief Operating Officer (part meeting); Ian Hooper, Director of Sport and Infrastructure; Jill Miller, Director of Cultural Services; Kathryn Greehy, Governance and Risk Manager; and Allan Drysdale, Governance and Liaison Officer; all Culture and Sport Glasgow.

Apologies: Councillor David McDonald
Councillor Emma Gillan
Professor Lesley Sawers
Councillor Soryia Siddique

1. Welcome, Notice and quorum noted.

The Chair welcomed all those present and wished them all a Happy New Year.

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

The Chair advised the meeting that he proposed to move up the agenda the reports under item 7, and the Board agreed to this change in the order of business.

2. Apologies noted.

The Board noted that apologies had been received from Professor Lesley Sawers, Councillor Emma Gillan, Councillor David McDonald, and Councillor Soryia Siddique.

3. Minute of previous meeting approved.

The minute of the previous meeting of 25 November 2015 was submitted and approved as a correct record.

4. Matters arising noted.

The Board noted that with reference to the minute of 25 November 2015 and paragraph 9(2)a that Councillor Graham had written to Sir Peter Hutchison to thank him for his contribution to the Burrell Renaissance, and paragraph 13(1)(ii) that the Collections Agreement Report had been forwarded to Glasgow City Council for information.

5. Reports by Chief Operating Officer

(1) Glasgow City Council Datacentre Incident noted.

There was submitted a report which informed the Board of the impact of the major incident that occurred in the Glasgow City Council Datacentre operated by Access on 15 December 2015.

After consideration the Board noted the information and recommendations contained within the report.

(2) Performance report April – December 2015 noted.

There was submitted a report which provided the Board with information on the Company's performance from 1 April 2015, including details of staffing levels and sickness absence, which

- (i) advised that all key targets in relation to visits and attendances were meeting or exceeding target;
- (ii) detailed that the projects related to delivering legacy related outcomes were all meeting or exceeding their targets;
- (iii) informed that the level of sickness and absence across the Company was behind target and action was being taken by management to address this; and
- (iv) following a request from the Board, provided data in relation to employee relations, which gave figures for cases for the year for disciplinaries, grievances, harassment claims, and appeals, broken down by service area.

After consideration the Board noted the summary performance from 1 April 2015, including details on the Company's staffing levels and sickness absence.

6. Update by the Chief Executive noted.

There was presented an update in relation to the Burrell Renaissance project which advised

- (i) of progress with regard to the tender process for the project management led building design team and the display design team;

- (ii) that discussions continued to take place with organisations and museums who had expressed an interest in the Burrell Tour and loan objects, including the American Federation of Arts and Mainichi Shimbun in Japan;
- (iii) that the second phase of the PR and Media strategy was currently being actioned with a focus on the following objectives:
 - a. Increase engagement
 - b. Garner support for the Capital Project
 - c. Raise profile
 - d. Support fundraising aims and objectives
- (iv) that in relation to fundraising, there had been confirmation from the UK Government that they would provide £5million towards the refurbishment of the Burrell Collection, and submissions and discussions had taken place with various trusts and foundations in order to seek contributions to the project.

After consideration the Board noted the update provided with regard to the Burrell Renaissance.

7. Reports by Director of Finance and Governance

(1) Financial update to 20 November 2015 noted.

There was presented a report which advised the Board of the Company's financial performance to 20 November 2015 which advised that

- (i) due to the impact of the issues at Glasgow City Council's Datacentre, the figures for Period 10, up to 18 December, were unavailable;
- (ii) the overall position for this period was a surplus of £1,289k, against a budgeted surplus of £2,674k, which was a negative variance of £1,385k for the Company;
- (iii) overall income was £553k behind budget, although the Glasgow Club continued to perform strongly and was £223k ahead of the same stage last year, however, operating income overall was £569k behind budget; box office and venue hire were down on budget, and reviews were taking place to improve performance in these areas;
- (iv) overall expenditure had a negative variance of £832k, with employee costs accounting for a significant amount of this, premises and utilities were overspent by £323k, and there was budget pressure around the water contract due to a delay in the national contract starting;
- (v) the CIC had a year to date profit of £1,231k which was £191k behind budget.

After consideration the Board noted

- (a) the information provided in relation to the Company's financial performance; and
- (b) that the most up to date financial figures to 15 January 2016 (Period 11) would be circulated as soon as they were available.

(2) Risk Register noted.

There was submitted a report which detailed to the Board the top 5 risks to the Company.

After consideration the Board noted that the risk register was formally reviewed on a 6 monthly cycle and that the report reflected the top 5 risks to the Company as at January 2016.

8. Report by Director of Sport and Infrastructure

(1) Property Performance noted and agreed.

There was submitted a report by the Director of Sport and Infrastructure which provided information to the Board on the analysis of performance of the main properties within the portfolio.

After consideration the Board

- (i) noted the information provided within the report and associated charts; and
- (ii) agreed to support the Company's aspirations to carry out a full and detailed analysis of its assets as part of the Asset Management Strategy which would provide more accurate information and data to inform future decisions.

(2) Capital Programme update noted.

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

- (i) that with regard to Glasgow Royal Concert Hall, the main construction contract was now complete and post contract works and snagging were scheduled to be finished by the end of February 2016;
- (ii) that phase 1 of the Kelvin Hall project was proceeding well, and was due to open in the summer of 2016;
- (iii) that with regard to the Burrell Renaissance Project the submissions from the design teams shortlisted would be evaluated with a report recommending the successful Project Management and Design Team due to go to Glasgow City Council's Executive Committee in March 2016;
- (iv) of plans for the development of Knightswood BMX track in support of the cycling element of the 2018 European Sports Championships, and that £2.5m funding for this had been allocated from the Championships budget; and
- (v) with regard to Tollcross International Swimming Centre that works to the roof of the original building are required ahead of the 2018 European Sports Championships, and a roof specification was currently being considered, along with a range of mechanical and electrical works which had been identified.

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

9. 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 30 March 2016.