

**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 Club Deck, Scotstoun Stadium,  
Glasgow on 29 January 2014 at 10.30am.

Present: Councillor Archie Graham (Chair)  
Mr Dilawer Singh  
Mr John McCormick  
Councillor Soryia Siddique  
Councillor Frank McAveety  
Sir Angus Grossart (by telephone)  
Dr Lesley Sawers  
Councillor Emma Gillan  
Councillor David McDonald  
Dr Bridget McConnell

Attending: Susan Deighan, Depute Chief Executive, 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 and Research, Lynda Campbell, Business Support Manager, James Doherty, Media Manager, and Allan Drysdale, Liaison Officer, all Culture and Sport Glasgow, and Stephen Phillips, Burness Paull LLP.

Apology: Mr Mel Young

**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 Mel Young.

**3. Minute of previous meeting approved.**

The minute of the previous meeting of 26 November 2013 was submitted and approved.

**4. Matters arising noted.**

With reference to the minute of 26 November 2013 and paragraph

7 7(1)(ii) that the Collections Agreement Annual Report had been forwarded to Glasgow City Council for their information.

**5. Minute of meeting of Audit Committee held on 10 December 2013 approved.**

There was submitted and approved the minute of the Audit Committee meeting held on 10 December 2013.

**6. Report by the Chair noted and agreed.**

There was submitted a report by the Chair which presented to the Board the Action Plan which had resulted from the recommendations of the recent one to one appraisal process between the Chair and Board Members.

After consideration the Board

(1) noted the Action Plan and that a number of the actions detailed had already been implemented; and

(2) agreed to proceed with the production of a booklet detailing Glasgow Life's role in the Commonwealth Games 2014 and contribution to Legacy outcomes.

**7. Update by the Chief Executive noted and agreed.**

The Chief Executive presented to the Board

(1) a report in relation to the Burrell Renaissance which

(a) advised that the final stage debate of the Burrell Collection (Lending and Borrowing) (Scotland) Bill had taken place on 21 January 2014, and the Scottish Parliament agreed that the Bill be passed;

(b) informed that it was anticipated that the Bill would receive Royal Assent by the end of February 2014 and that this would complete the parliamentary process; and

(c) provided an update on the meeting of the Burrell Renaissance on 2 December and the areas considered which included the Burrell Tour and Tour management, PR and communications support, and the master plan for the redisplay and refurbishment of the Burrell Collection.

(2) a report in relation to the Commonwealth Games 2014 Sport Readiness Project which detailed preparations for the handover of nine Glasgow Life venues to the Organising Committee.

After consideration the Board

- (i) with regard to the Burrell Renaissance, noted that the Scottish Parliament had agreed to pass the Burrell Collection (Lending and Borrowing) (Scotland) Bill and that Royal Assent was expected to be given by the end of February, and further noted the update on the recent meeting of the Burrell Renaissance;
- (ii) expressed their gratitude to Sir Angus Grossart for his contribution throughout the Parliamentary process, and noted that the Chair had written to Joan McAlpine MSP (Convener of the Bill Committee) and the Cabinet Secretary for Culture and External Affairs to thank them for their respective roles in the passage of the Bill; and
- (iii) with regard to the Commonwealth Games 2014 Sport Readiness Project noted the information provided in relation to preparations for the handover of nine Glasgow Life venues to the Organising Committee.

## **8. Reports by Director of Sport and Special Projects.**

### **(1) Kelvin Hall redevelopment presentation noted.**

The Director of Sport and Special Projects delivered a presentation to the Board on the proposed redevelopment of the Kelvin Hall and plans for Phase 1 of the project which included working with partners Glasgow University and the National Library of Scotland to deliver a mixed use venue.

After consideration the Board noted the content of the presentation.

### **(2) Capital Programme update noted.**

There was submitted a report by the Director of Sport and Special Projects which updated the Board on the progress of projects within the Capital Programme which included Tollcross International Swimming Centre, Glasgow Royal Concert Hall, and Kelvin Hall International Sports Arena.

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

## **9. Reports by Depute Chief Executive**

### **(1) Libraries Opening Hours noted.**

There was submitted a report by the Depute Chief Executive in relation to the recent review of opening hours of Glasgow Libraries which advised of the

- (a) changes proposed as a result of this review;
- (b) analysis which had been carried out into the current usage of library services;
- (c) identified service improvements which would result in developed and/or enhanced provision for welfare reform, family, children, young people and adult programmes, information services and health information gateways; and
- (d) increased demand for online services and the proactive steps being taken to develop services in this format to engage with this customer group.

After consideration the Board noted the proposed changes to Glasgow Libraries opening hours as detailed.

**(2) SPI Comparison Report**

There was submitted a report by the Depute Chief Executive which provided the Board with information on Glasgow Life's Statutory Performance Indicators (SPIs) for 2012/13 and comparative information on trends and summary information in relation to all 32 local authorities.

After consideration the Board noted the information provided with regard to Glasgow Life's SPIs performance for 2012/13.

**(3) Performance Report from 1 April 2013 noted.**

There was submitted a report by the Depute Chief Executive

(a) updating the Board on the Company's non-financial performance from 1 April 2013;

(b) advising that

- (i) overall performance was exceeding target for all indicators; and
- (ii) with regard to sickness and absence figures that these had now improved from red to amber.

After consideration the Board noted the summary performance from 1 April 2013, including details on the Company's staffing levels and sickness absence.

**10. Reports by Director of Finance**

**(1) Pricing Strategy 2014/15 approved.**

There was submitted a report by the Director of Finance in relation to the recommendations of the 2014/15 Pricing Review which advised

- (a) that it was proposed to task all services to increase their income by 2% either by increases in charges or the equivalent in growth, and that services would have the flexibility to determine their individual approach to be agreed with the Director of Finance and the Budget Board;
- (b) that it was proposed that Glasgow Club membership fees should remain at their current price with a view to maintaining customer loyalty and membership ; and
- (c) of the continuing commitment to ensure that prices take account of Glasgow Life's Equality Policy and support both citizens and visitors to enjoy the benefits of culture, sport and learning, and to this end an annual Equality Impact Assessment is undertaken.

After consideration the Board agreed to approve the 2014/15 Pricing Strategy subject to satisfactory equality and health impact assessments which would be completed in February 2014.

## **(2) Financial update noted.**

There was submitted a report by the Director of Finance which informed the Board of the Company's financial performance to 20 December 2013 advising that

- (a) the overall position at Period 10 was a deficit of £2,184k which was a negative variance of £348k against budget;
- (b) overall income was £1,538k ahead of budget which was largely as a result of a strong performance from the Glasgow Club, and Operating Income overall was £481k ahead of budget;
- (c) overall expenditure had a negative variance of £1,885k, and that whilst there was a positive variance on employee costs of £817k this was offset by overspends in areas including premises and utilities, supplies and services, and rechargeable repairs; and
- (d) the CIC had a year to date profit of £1,420k which was £312k behind budget, however, the Jack Vettriano Exhibition at Kelvingrove continued to perform well and was expected to assist in closing the gap against the target.

After consideration the Board noted the financial position for Period 10.

## **(3) Risk Register noted.**

There was submitted a report by the Director of Finance advising of the outcomes of the recent review of the risk register carried out in January 2014, and detailing the top five risks to the Company.

After consideration the Board

- (a) noted the content of the report in relation to the risks to the Company to January 2014, and that the risk register was formally reviewed on a six-monthly cycle; and
- (b) agreed that discussions should be sought with Glasgow City Council in relation to the level of funding for the Planned Investment Programme.

## **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 26 March 2014 at 10am at the Emirates Arena.