

**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 at the Kelvin Hall,
Glasgow on 9 February 2011 at
10.30am.

Present: Councillor George Redmond (Chair)
Lord Macfarlane of Bearsden
Sir Angus Grossart
The Rt Hon George Reid
Councillor Allison Hunter
Councillor Anne McTaggart
Bailie Allan Stewart
Dr Bridget McConnell (Chief Executive)
Mr Mel Young

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

Apologies: Councillor Stephen Curran and Bailie Jean McFadden.

1. Welcome, notice, apologies and quorum.

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.

Apologies were submitted by Councillor Stephen Curran and Bailie Jean McFadden.

2. Minute of previous meeting approved.

The minute of the previous meeting of 14 December 2010 was submitted and approved.

3. **Matters arising noted.**

With reference to the minute of 14 December 2010 and those paragraphs:-

- 4(1)(ii) The Board noted that with regard to HR issues and the development of a communications strategy, this was covered in the Chief Executive's Update at Item 6.
- 4(4)(ii) The Board noted that an update would be provided to a future meeting on the 2014 Commonwealth Games legacy.
- 4(5) The Board noted that an update on the work of the CIC Board was provided at Item 7(2).
- 5(2)(ii) The Board noted that a report would be presented to the next Board meeting in March on the success of the Glasgow Boys exhibition in London.
- 7(2) The Board noted that an update on the Review of the Transitional Services Agreement with Glasgow City Council would be provided to the Board at their meeting in March.

4. **Update by the Chief Executive noted.**

There was submitted a report by the Chief Executive updating the Board on a number of issues during which she advised:-

- (1) With regard to HR issues that
 - (a) UNISON, GMB and BECTU had now accepted the offer made by Glasgow Life;
 - (b) the Company were still in dispute with UNITE, who would be balloting their members shortly; and
 - (c) the overall position was now more positive, and this had been helped by a clearer communication strategy which had kept staff informed of the situation.

After consideration the Board

- (i) noted the update provided; and
 - (ii) expressed thanks to the Senior Management Team for their work in reaching the current position.
- (2) With regard to Service Reform and Efficiency
 - (a) of the progress with regard to the proposals previously agreed by the Board to deliver savings in both 2011/12 and 2012/13 through

commercialisation by increasing income from sport, along with a review of staffing structures looking at Integrated Workforce Planning and Review of Back Office and Support Staff.

The Board considered a strategy for pay awards over the next two financial years and requested that this be presented as part of the budget proposal for 2011/12.

The Board noted the update on progress regarding Service Reform and Efficiency, and agreed to give authority to the Chief Executive as discussed.

- (3) With regard to the Artworks Audit and Museums Security
- (a) that the creation of Glasgow Museums Collection Management section in 1993 had greatly improved the care of collections, with over 1 million items inventoried;
 - (b) that there were a number of recent thefts of items, as well as historical losses, with efforts ongoing to recover missing items; and
 - (c) a cross service group were involved in the production of a review of security in Glasgow Life, and progress to date had seen the completion of security audits for the buildings in scope; and
 - (d) the group were now considering revision to the operational models with Glasgow Community Safety Services and any investment requirements.

After consideration the Board

- (i) noted the update on the Artworks Audit and Museums Security; and
- (ii) noted that a further report would come back to the Board on recommendations from the review.

- (4) With regard to the 2014 Commonwealth Games that
- (a) the related capital projects were progressing well, including the National Indoor Sports Arena; and
 - (b) work was continuing on the development of a cultural programme, which Glasgow Life were taking the lead role in.

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

5. Reports by Director of Finance.

(1) Financial Results to 21 January 2011 noted.

There were submitted two reports by the Director of Finance informing the Board of the Company's financial performance to 21 January 2011 advising that

- (a) the overall position to period 11 was a positive variance of £1,359k; and
- (b) that the budgeting process for 2011/12 was now well underway, and although budget challenges were significant, a robust process was in place to ensure that a balanced budget was presented to the next Board meeting.

The Board, having heard Lord Macfarlane in respect of the success of the Glasgow Boys at the Royal Academy in London, and on the documentary about the exhibition being shown on BBC4

- (i) noted the financial position for periods 10 and 11; and
- (ii) agreed that a final report on the Glasgow Boys be submitted to a future meeting.

(2) CIC Board Update noted.

The Board were provided with an oral report by the Director of Finance updating them on the work of the CIC Board, advising

- (a) that the next meeting of the CIC Board was scheduled for 15 February;
- (b) that Karen Taylor, Head of Events and Commercial Development, Royal Concert Hall, would provide the CIC Board with an update in relation to venue hire; and
- (c) that the CIC Board would be given an update on discussions with CORDIA in relation to catering.

The Board noted the oral update provided.

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

(1) 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 to December 2010.

The Board were advised that

- (a) that performance was down against target in a number of areas including, visitor numbers at Kelvingrove, attendances at indoor and outdoor sports and leisure facilities, and visits to libraries;
- (b) the primary factors for this being the impact of the industrial dispute earlier in the year, and the significant disruption caused by the severe weather experienced in November/December;
- (c) there were positive results in relation to the number of active borrowers in libraries, aided by direct marketing to lapsed members; and
- (d) the performance in relation to the level of sickness and absence in the Company was in line with last year's levels.

The Board noted the summary of performance from April to December 2010 and the details on the Company's staffing levels and sickness absence.

(2) Statutory Performance Indicators for 2009/10 noted.

There was submitted a report by the Director of Corporate Services and Community Planning informing the Board of Glasgow Life's performance in relation to the five Statutory Performance Indicators that the Company reports on as part of its contractual agreement with Glasgow City Council.

The Board were advised that

- (a) overall 3 of the 5 indicators that Glasgow Life were responsible for were ranked in the top quartile of best performing Councils in Scotland;
- (b) the analysis provided showed Glasgow Life was performing well in comparison with other urban authorities; and
- (c) the two areas where improvement was required were visits/usages of council funded or part funded museums per 1000 population, and the number of visits to libraries per 1000 population.

The Board noted the information provided on Glasgow Life's performance in relation to the five Statutory Performance Indicators.

(3) Performance Targets for 2011/12 approved subject to review.

There was submitted a report by the Director of Corporate Services and Community Planning on the Company's proposed performance targets for 2011/12.

The Board agreed to approve the performance targets for 2011/12 subject to a review of the figures for Riverside Museum.

(4) Glasgow Museums Marketing Review – Final report noted.

There was submitted a report by the Director of Corporate Services and Community Planning regarding the final report of the Glasgow Museums Marketing Short-Term Working Group, advising that

- (a) the Working Group's recommendations which included, taking a more integrated approach to planning processes, keeping the Company's customer focus, making the most of cross marketing opportunities across Glasgow Life, and developing improved partnership opportunities, all as detailed in the report.

After consideration the Board noted the content of the final report of the Glasgow Museums Marketing Short-Term Working Group.

(5) Collections Agreement – Performance for the period 1 October to 31 December 2010 noted – Instruction to Director of Corporate Services and Community Planning.

There was submitted a report by the Director of Corporate Services and Community Planning which provided the Board with performance information relating to the Collections Agreement for the period 1 October to 31 December 2010.

After consideration the Board

- (i) noted the performance information relating to the Collections Agreement; and
- (ii) instructed the Director of Corporate Services and Community Planning to forward the report to Glasgow City Council for information.

(6) Risk Register.

There was submitted a report by the Director of Corporate Services and Community Planning informing the Board that Glasgow Life completed a review of the Risk Register in October/November 2010, as well as outlining the top five risks to the Company, and advising that the Audit Committee had overall responsibility for overseeing the Risk Register on an ongoing basis.

After consideration the Board

- (i) noted that the Risk Register was formally reviewed on a six monthly cycle and that the content of report reflected the main risks to the organisation at 31 January 2011;
- (ii) noted that the next review would take place in February and would cover the period to end of March 2011; and
- (iii) agreed that a letter be sent on behalf of the Board to the Chair of the Riverside Museum Appeal, congratulating the Committee on their work thus far.

(7) Protocol for Requests to Site Telephone Masts within Glasgow Life Leased Property.

There was submitted a report by the Director of Corporate Services and Community Planning advising the Board of the procedure in place for dealing with applications received in relation to the siting of telephone/telecommunication masts at properties operated by Glasgow Life.

The Board were advised that

- (a) in terms of the Property Agreement in place with Glasgow City Council (GCC) any application for a sub lease, of more than 3 years, of a property leased to Glasgow Life required the approval of GCC;
- (b) in terms of the Code Power afforded to telecommunication operators once an operator was in situ they did not require to leave regardless of the lease period; and
- (c) accordingly Glasgow Life's role in relation to applications to site masts would simply be to advise GCC whether any proposed installation would impact on the operation of the facilities/service the Company provided on behalf of GCC, and it would be for GCC to decide whether permission was granted or not.

After consideration the Board noted the procedure for dealing with applications for the siting of telephone/communication masts at properties operated by Glasgow Life.

7. Report by Director of Cultural Services

(1) Relocation of Registrar's Genealogy Centre agreed.

There was submitted a report by the Director of Cultural Services relating to plans to relocate Glasgow City Council's Registrar's Genealogy Centre to the Mitchell Library and advising of

- (a) the opportunities to bring together the City's existing family history services and establish the Mitchell Library as a centre of excellence for family history, local history and genealogy research; and
- (b) the offer by the Registrar General for Scotland, the Keeper of the Records of Scotland, and the Lord Lyon, to provide local access to the ScotlandsPeople Network to those authorities which meet certain conditions in respect of their Registration and Archives services.

After consideration the Board

- (i) agreed to welcome the opportunity to bring together the city's family history resources and establish the Mitchell Library as a centre for genealogy research; and

- (ii) as required by the Registrar General for Scotland, the Keeper of the Records of Scotland, and the Lord Lyon, agreed to meet the following conditions:
 - (a) commit to Glasgow Life working together with the City Registrar;
and
 - (b) provide the City Registrar's Genealogy Centre with secure accommodation within the Mitchell Library, thereby co-locating with the archives and libraries collections.

8. Reports by Director of Sports and Special Projects.

(1) Kelvin Hall Redevelopment noted.

The Board received a presentation by Ian Hooper, Director of Sport and Special Projects on the redevelopment of Kelvin Hall during which he advised

- (a) that Kelvin Hall had been a venue for athletics training, indoor international athletics and a popular community sports centre since 1987, however, the indoor athletics track would become redundant with the opening of the National Indoor Sports Arena in 2012;
- (b) of the key location, scale of floor space, and the listed status of the façade and roof at Kelvin Hall; and
- (c) that four options for the future of the venue had been presented to Glasgow City Council's Capital Programme Board, of which they approved further development of a partnership option with the University of Glasgow and the preparation of a joint HLF Stage 1 bid

After consideration the Board noted

- (i) the progress made on the redevelopment of Kelvin Hall;
- (ii) the intention to keep the Board apprised of further progress via the regular Capital Programme Update Report; and
- (iii) the presentation by Ian Hooper, Director of Sport and Special Projects.

(2) Capital Projects 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) the work on the Riverside Museum had been affected by the severe weather in December 2010, and as a result the fit-out was now expected to be completed by end May 2011;

- (b) work was continuing to progress well on the National Indoor Sports Arena and Velodrome and a site completion date was being forecast for 30 March 2012 with fit-out due to complete by the end of summer 2012;
- (c) as part of the redevelopment of Tollcross Park Leisure Centre, the whole facility would be closed from January 2012 with the expected completion date due to be January 2013;
- (d) work had commenced on Kelvingrove Park – Lawn Bowls, beginning in November 2010 and scheduled to complete in April 2011; and
- (e) following the Scottish Government’s budget announcement in November 2010 that they had identified £413k to progress the redevelopment of Glasgow Royal Concert Hall, a programme of work has been outlined, with completion due in early 2014.

After consideration the Board noted the progress of projects included in the Capital Programme.

9. **AOB**

There being no further business the Chair brought the meeting to a close.

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Chair