

**Culture and Sport Glasgow**  
**(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 Glasgow on 28th  
January 2009 at 11.00am.

Present: Bailie Elizabeth Cameron (Chair)  
Councillor Stephen Curran  
Bailie Allan Stewart  
Councillor Allison Hunter  
Lord Macfarlane of Bearsden  
Sir Angus Grossart  
Bridget McConnell (Chief Executive)

Apologies: Councillors Aileen Colleran and  
Steven Purcell and Lord Stevenson of  
Coddendam and The Rt Honourable  
George Reid

Attending: Charles Beattie, Director of Finance/Deputy Chief Executive; Susan  
Deighan, Director of Strategic Planning and Corporate Services; Ian  
Hooper, Director of Special Projects; Anthony McReavy, Director of  
Development and Commercial Operations; James Doherty, Media  
Manager (all Culture and Sport Glasgow); Anna Castelvechi, Clerk  
to the Board; and Stephen Phillips, Burness, LLP.

**1 Welcome and opening remarks noted.**

Bailie Cameron welcomed all present to the first Culture and Sport Board meeting of 2009 including Councillor Allison Hunter who was in attendance for the first time since her appointment as a partner Director.

**2 Apologies noted.**

The Board noted apologies from Councillors Aileen Colleran and Steven Purcell, Lord Stevenson of Coddendam and The Rt Honourable George Reid

**3 Notice and Quorum agreed.**

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.

4 **Resignation of Director and Appointment of New Director noted.**

The Chair

- (1) advised that Glasgow City Council, at its meeting on 11<sup>th</sup> December 2008 had agreed
  - (a) to remove Councillor James Dornan from office as a Partner Director of the company; and
  - (b) to appoint Councillor Allison Hunter, in Councillor Dornan's place, as a Partner Director of the Company; and
- (2) confirmed that the Company had been notified accordingly.

5 **Minutes of previous meeting approved.**

The minute of the previous meeting of 20th November 2008, having been circulated prior to the meeting, was approved.

6 **Matters arising.**

With reference to the minute of 20th November 2008 and in particular that paragraph entitled Item 9 (5) Chief Executive's Report, the Board noted that the Chief Executive would submit a report later in the year on the progress of the 2012 Legacy Trust proposals.

7 **Chief Executive's report noted and approved**

The Chief Executive provided an oral report, during which she provided

- (1) information on the context for the forthcoming year particularly in relation to the current economic downturn and advised that discussions were ongoing with Glasgow City Council regarding the financial support provided to the Company for 2009/10. In addition the Council was reviewing its Council Plan 2009/2012 and its budget priorities, which would lead to further discussion in August;
- (2) feedback on the Winterfest programme which attracted 350,000 visits with 14,000 more visitors than last year at Glasgow On Ice and the success of partnership working with Glasgow Film Festival and the Jazz Festival, both providing events in George Square at the Winterfest programme. Thereafter a short DVD was shown relating to an event which broke the world record for the number of couples taking part in a tea dance;
- (3) details of the range of third party services provided by Culture and Sport Glasgow and the related income generation;

- (4) an update advising that the company has been commissioned by the 2014 Commonwealth Games Organising Committee to produce the “Delhi 2010 Flag Handover” and in connection with this a consultation event involving Scotland’s cultural sector was taking place in Glasgow on the 29th January;
- (5) information on the outcome of the negotiations on the annual pay award for 2008/09, a 3% increase was agreed by Trade Unions backdated to 1 April 2008 and paid to staff in December 2008. The Chief Executive also reported that the long standing dispute with Tramway staff had been settled;
- (6) an update on the outcomes arising from the CIC Board Away day which had included
  - (a) proposals for CIC Board Directors to give support and advice to various parts of the Trading Company’s operations, in particular catering, public relations and marketing;
  - (b) information on a number of suggested improvements in the retail area of the company recommended by 20/20 Consultancy; and
  - (c) the suggestion that the Chair of the CIC Board be invited to meet with Directors of Culture and Sport Glasgow at the close of a future Board meeting.

After consideration, the Board agreed that the Chair of the CIC Board, Dr Kenneth Chrystie be invited to attend a future Culture and Sport Glasgow Board meeting at the close of business of the meeting.

## 8 Reports by Director of Finance.

### (1) Culture and Sport Glasgow Financial Performance to 19th December 2008 approved.

There was submitted a report by the Director of Finance outlining the company’s financial performance for the period from 1st April to 19th December 2008

- (a) advising of income of £65.6m against a budget of £64.7m and expenditure of £66.1m against a budget of £65.3m;
- (b) outlining explanations in respect of variances highlighted mainly due to utilities and grounds maintenance costs; and
- (c) intimating that during the next financial quarter, the final of the year, all income would be accounted for specifically that from Winterfest, and that year end budgets were expected in line with forecasts.

After discussion the Board

- (i) approved the report; and
- (ii) requested the Chief Executive to arrange a review of the procurement of banking services.

**(2) Banking Agreements approved**

There was submitted a report by the Director of Finance recommending that a new signatory be added to the list of signatories authorised to give the Royal Bank of Scotland instructions.

It was resolved and agreed that Anthony McReavy, Director of Development and Commercial Operations;

- (a) be added to the existing signatories authorised to give the Royal Bank of Scotland instructions in accordance with the mandate already held by them covering in particular but without limitation operations on the company accounts; and
- (b) be authorised to sign any necessary streamline credit card agreements on behalf of Culture and Sport Glasgow and that future instructions may be taken from him regarding operation of the merchant accounts, relevant banking accounts and changes to bank account numbers;

**9 Reports by Director of Strategic Planning and Corporate Services.**

**(1) Performance Report noted and approved**

There was submitted and noted a report by the Director of Strategic Planning and Corporate Services updating the Board on

- (a) the company's financial and non-financial performance for the period from 1st April to 31st December 2008, highlighting that 2 from the 7 non-financial key performance indicators identified were scheduled to either meet or exceed their annual targets and another 2 non financial indicators although behind target for the last quarter were expected to achieve target by the end of the financial year;
- (b) the company's performance in relation to the 10 2007/08 Statutory Performance Indicators that CSG had responsibility for, highlighting change in performance over time; and
- (c) the company's proposed performance targets for 2009/10.

After consideration, the Board

- (i) noted the summary of performance from April to December 2008 and the information on the 2007/08 Statutory Performance Indicators;

- (ii) agreed a textual amendment regarding Museum's educational visits; and
- (iii) approved the performance targets for 2009/10.

**(2) Culture and Sport Glasgow's 2009/10 Pricing Strategy Review approved.**

There was submitted a report by the Director of Strategic Planning and Corporate Services regarding the 2009/10 Pricing Strategy Review and recommending that the price for most activities increase by 3% to take account of both inflation and the increased costs involved in delivering the service

- (a) advising that underpinning the 2009/10 review process was the need to continue to ensure that an equitable, consistent and customer friendly pricing structure was developed;
- (b) intimating that this year an initial equality screening exercise was carried out which determined that there was no requirement to undertake a full assessment exercise information as outlined in Appendix 1 to the report;
- (c) updating the Board on the recent VAT changes and indicating that all Culture and Sport Glasgow's VAT-able charges have been reduced accordingly and of the outcome of a recent VAT ruling by the courts meaning that Glasgow Club members no longer have to pay an additional fee for use of health suite facilities;
- (d) providing details of a number of proposed variations to the recommended 3% change, as outlined in appendix 2 of the report, which had been set to reflect benchmarking comparisons for the same or similar activities offered by other local authorities and private sector providers;
- (e) proposing a number of issues for future consideration:-
  - sports playing pitches pricing structure
  - letting of sports halls in community centres, schools and leisure centres
  - reviewing the charges Learning and Access and Education Service educational programmes
  - consideration of the times year at which new prices are introduced
  - criteria for charging at temporary exhibitions

After consideration, the Board approved 2009/10 Pricing Review.

**(3) Collections Agreement – Performance for the period from 1st April to 19th December 2008 noted – Instruction to Director of Strategic Planning and Corporate Services.**

There was submitted a report by the Director of Strategic Planning and Corporate Services providing the Board with performance information in respect of the Collections Agreement

- (a) advising that the Collections Agreement required that Culture and Sport Glasgow (CSG) keep Glasgow City Council informed of progress on the performance of the CSG obligations; and
- (b) detailing a summary of information relating to the Collections Agreement for the period from 1st April to 19th December 2008.

After consideration, the Board

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

**10 Amendment to Company's Articles of Association – Position agreed.**

There was submitted a report by the Company Secretary seeking agreement for a recommendation to be made to Glasgow City Council to alter the Company's Articles of Association in line with provisions of the Companies Act 2006 brought into force in October 2008.

Having heard the Company Secretary outline the proposed alterations, which were mainly related to directors' conflict of interest duties the Board agreed that a recommendation be made to Glasgow City Council to alter the Company's Articles of Association as detailed in the report.

**11 Capital Programme Update noted.**

There was submitted a report by the Director of Special Projects regarding an update on the Capital Programme, advising of the progress on a number of projects, including those key milestone dates in the Riverside Museum programme to 2011.

After discussion, the Board

- (1) noted the report; and
- (2) agreed that a presentation be made at the next meeting on the proposals for the displays at the Riverside Museum.

12 **Change of Date and Future Board Meeting Venues noted.**

There was submitted and noted a report by the Director of Strategic Planning and Corporate Services advising that the June Board meeting date had been changed from Wednesday 17<sup>th</sup> to Thursday 18<sup>th</sup> June 2009 at 11am and that the next two venues were Toyglen Regional Football Centre and Glasgow Museums Resource Centre on 25 March and 18<sup>th</sup> June, respectively.

13 **AOCB**

- (1) Lord Macfarlane referred to the size of vacancy adverts within newspapers and expressed concern about the cost of such adverts, particularly in the current financial climate. It was agreed that the arrangements for advertising positions within CSG be reviewed; and
- (2) Lord Macfarlane asked if Board members could be provided with regular information about staffing levels within CSG. It was agreed that this information be provided at future board meetings.

14 **Close of business.**

There being no further business the Chair declared the meeting closed.

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Chair