

**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 at Toryglen Regional  
Football Centre, Glasgow on 23rd  
March 2009 at 11.00am.

Present: Bailie Elizabeth Cameron (Chair)  
Bailie Allan Stewart  
Councillor Allison Hunter  
Lord Macfarlane of Bearsden  
Sir Angus Grossart  
The Rt Hon George Reid  
Lord Stevenson (by conference  
phone)  
Bridget McConnell (Chief Executive)

Apologies: Councillors Aileen Colleran, Stephen  
Curran and Steven Purcell

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

**1 Welcome and opening remarks noted.**

Bailie Cameron welcomed all present to the meeting, including Gordon Smith and Jim Fleeting, Chief Executive and Director of Football Development of the Scottish Football Association respectively, and commented on the wonderful facilities within Toryglen Regional Football Centre, which included Scotland's first full-size indoor synthetic grass football pitch.

**2 Apologies noted.**

The Board noted apologies from Councillors Aileen Colleran, Stephen Curran and Steven Purcell.

**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 Presentation by Head of Sport and Events – Football Development Plan 2009 - 14 noted.**

The Board noted a presentation by Keith Russell, Head of Sport and Events and Jim Fleeting and Gordon Smith from the SFA regarding Glasgow's Football Development Plan 2009 – 14 detailing the structure of the Plan, initiatives to increase participation, the actions required to improve performance and standards together with the timescales for presentation of the plan to clubs and Associations.

The Board thanked Keith Russell, Jim Fleeting and Gordon Smith for the presentation.

**5 Minutes of previous meeting approved.**

The minute of the previous meeting of 28th January 2009, having been circulated prior to the meeting, was approved.

**6 Matters arising.**

With reference to the minute of 28th January 2009 and in particular that paragraph entitled Item 7 (6) Chief Executive's Report, the Board noted that Dr Kenneth Chrystie had been invited to join the June meeting of the board.

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

The Chief Executive

- (1) provided an update on Strategic issues advising
  - (a) that she was attending weekly meetings with the Chief Executive of Glasgow City Council as were all Council Directors and Chief Executives of Charities and Arms Length Companies to discuss future strategic planning and budget priorities in light of the current economic climate;
  - (b) of a new Committee structure within Glasgow City Council and in particular the establishment of a new External Governance Scrutiny Committee which Culture and Sport Glasgow would report into as well as detailing the newly elected Council Executive member spokespersons;
  - (c) that despite the current economic downturn, the demands for Culture and Sport Glasgow services had increased with higher

usage of libraries and community facilities and membership of the Glasgow Club; and

- (d) the Company would continue to look at the provision of services to third parties services if viable and that recently the Board of An Lanntair in Stornoway had requested advice and information on service delivery.
- (2) updated the Board on a number of HR issues, namely
- (a) the annual pay award of 2.5% for 2009/10 which had been agreed by Trade Unions and effective from 1 April 2009;
  - (b) that of the 687 staff in a potential salary detriment situation following the Workforce Pay and Benefits Review carried out by Glasgow City Council in 2006, 534 staff had reached a satisfactory outcome to take them out of detriment with 130 of the remaining 153 staff in detriment of less than £500 per year. A one off payment equivalent to 3 times the remaining detriment would be made to those members of staff remaining in detriment at 1 April 2009;
  - (c) in line with Glasgow City Council's creation of a minimum wage of £7.13, the Chief Executive also recommended that Culture and Sport Glasgow adopt this by the deletion of the entry point of Grade 1 of the current pay grade structure;
  - (d) in light of the anticipated budget position there would be a commitment to existing posts and only essential permanent posts would be filled with the increased use of temporary or short term contracts and additional use of agency staff;
  - (e) of a proposal for a six month secondment for the Head of Arts and Museums to a post of Director of Research and Development for Culture and Sport Glasgow which involved working with external partners to review existing research and commission new research programmes that gave the evidence to demonstrate the impact of the services Culture and Sport Glasgow provided. This would then be used to open up opportunities to provide services for other organisations based on this evidence; and
  - (f) reinforcement of Culture and Sport Glasgow's commitment to its staff as demonstrated in the measures outlined above, in respect of the payments to bring staff out of detriment and the introduction of the minimum wage. However, as a result of the financial challenges faced by our main stakeholder Glasgow City Council and the anticipated budget pressures faced by the Company for the foreseeable future, a pay freeze for 2010 was proposed;
- (3) advised that the tender process had begun to procure the creative concept for the "Delhi 2010 Flag Handover"

- (4) informed the Board that paragraph 55.1 of Article 55 of the Company's Articles of Association required two Initial Independent Directors (as defined in the Articles of Association) to stand down at the conclusion of the second Annual General Meeting with both being eligible for re-appointment and those standing down required to be agreed among the Initial Independent Directors at least three months prior to the second AGM which was due to be held in September. The Chief Executive
- (a) sought agreement from the Initial Independent Directors as to which of them would stand down; and
  - (b) proposed an amendment to the Articles of Association relating to the membership of the Nominations Committee, the detail of which was outlined in the additional report circulated to the Board and entitled 'Proposal for Adjustment to the Articles of Association'.

After consideration, the Board

- (i) approved
  - (A) the minimum wage of £7.13 be adopted by the Company;
  - (B) a pay freeze for all staff for the financial year 2010/2011;
  - (C) a six month secondment for the Head of Arts and Museums as Director of Research and Development; and
  - (D) a recommendation to Glasgow City Council to alter the Company's Articles of Association in respect of the membership of the Nominations Committee; and
- (ii) noted that Lord Stevenson and George Reid had volunteered to stand down as Independent Directors in accordance with paragraph 55.1 of Article 55 of the Company's Articles of Association.

## 8 Reports by Director of Finance.

### (1) Culture and Sport Glasgow Financial Performance to 13th February 2009 approved.

There was submitted a report by the Director of Finance outlining the company's financial performance for the period from 1st April 2008 to 13th February 2009

- (a) advising of income of £79.1m against a budget of £78.7m and expenditure of £81.0m against a budget of £80.2m; and
- (b) outlining explanations in respect of 3 main variances, including a favourable variance in respect of employee headcount and 2 adverse variances in respect of premises and utilities and supplies and services.

After discussion the Board approved the report.

**2) Culture and Sport Glasgow Financial Performance Forecast to 31st March 2009 and 31st March 2010 approved.**

There was tabled a report by the Director of Finance forecasting the company's financial performance for the period from 1st April 2008 to 31st March 2009, together with information on the Company's projected Budgeted Financial Performance to 31st March 2010

- (a) forecasting income of £91.1m against a budget of £90.8m and expenditure of £91.0m against a budget of £90.6m in respect of the period to 31st March 2009; and
- (b) advising of budgeted income for 2009/10 of £96.7m as compared to a figure of £91.1m for 2008/09 and expenditure in 2009/10 of £96.7m as compared to a figure of £91.0m for 2008/09.

After discussion the Board approved the report.

**(3) Banking Agreements approved.**

There was submitted a report by the Director of Finance seeking authority

- (a) to operate a High Interest Deposit Account with the Bank of Scotland, subject to the same policies and procedures which applied to all other bank accounts held by Culture and Sport Glasgow; and
- (b) for a number of named signatories to operate the account.

After consideration, the Board

- (i) approved the operation of a High Interest Deposit Account with the Bank of Scotland, subject to the same policies and procedures which applied to all other bank accounts held by the Company; and
- (ii) resolved and agreed that Bridget McConnell, Chief Executive, Charles Beattie, Director of Finance/Deputy Chief Executive, David Walker, Financial Controller and Tracy Walker, Revenue Accountant, be authorised signatories for the new account.

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

**(1) Code of Conduct adopted**

There was submitted a report by the Director of Strategic Planning and Corporate Services requesting the Board to adopt a new Code Of Conduct revised in line with recent amendments to the Company's Articles of Association approved at the Board meeting held on 28 January 2009.

After consideration the Board adopted the revised Code of Conduct

**(2) Accreditation Application for Kelvingrove Art Gallery and Museum – Museums Policy and Planning Framework and Forward Plan approved.**

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

- (a) informing the Board that under the Collections Agreement, Culture and Sport Glasgow ensures that museums retain accreditation under the Museums Libraries and Archives Council's (MLA) Museums Accreditation Standard;
- (b) intimating that the MLA Museums Accreditation Standard required that museums applying under the scheme submit their 5 year forward plan including statement of purpose, key aims, specific objectives and spending plan (covering two fiscal years); and
- (c) advising that the document was required at this point to complete the Accreditation application submission for Kelvingrove Art Gallery and Museum;

After consideration the Board approved the Museums Policy and Planning Framework and Forward plan 2008-2013.

**(3) Contract for Water and Wastewater Services approved**

There was submitted a report by the Director of Strategic Planning and Corporate Services recommending the implementation of a 2 year contract with Business Stream with an option to extend for 18 months for the supply of water and wastewater services advising that

- (a) Culture and Sport Glasgow (CSG) was part of the consortia with Glasgow City Council (GCC) for the supply of water and wastewater services, and CSG currently spent approximately £1.3m per annum on the provision of the service;
- (b) Business Stream, a licensed water retailer had continued to provide services to GCC and affiliate bodies post 1st April 2008, and had approached GCC with a view to extending the association for a further 2 years from 1st April 2008 to 31st March 2010; and
- (c) GCC Internal Audit and Legal Services, having considered all the available information, and after discussion with CSG Legal Manager, had recommended a 2 year agreement with Business Stream with an option to extend for a further 18 months, which would provide a safeguard regarding any potential delays in the implementation of a national contract proposed for 2010.

After consideration the Board approved the implementation of a 2 year contract with Business Stream with an option to extend for 18 months for the supply of water and wastewater services.

**(4) Addition of Properties To Portfolio - Stepford Road Sports Park delegated authority approved**

There was submitted a report by the Director of Strategic Planning and Corporate Services, advising that

- (a) Glasgow City Council had requested that Culture and Sport Glasgow formally manage Stepford Road Sports Park on their behalf;
- (b) the complex was situated in the east area of the city and played a significant role in supporting and developing football within Glasgow and assisted in the implementation of the City's Sports Pitch Strategy and attracted significant levels of usage; and
- (c) Culture and Sport Glasgow and previously the Council's former Cultural and Leisure Services had managed the facility on behalf of Stepford Trust for over 8 years and had made significant improvements to the management and development of sports programmes.

After consideration, the Board approved delegated authority to the Chief Executive and her Directors to negotiate with GCC until satisfactory completion, the lease, service specification and level of service fee in respect of the future management of Stepford Road Sports Park.

**(5) Performance Report noted.**

There was submitted and noted a report by the Director of Strategic Planning and Corporate Services updating the Board on the company's non financial performance for the period from 1st April 2008 to 28 February 2009 and the Company's staffing levels as at 28 February 2009

- (a) advising that a total of 4 of the 7 non-financial key performance indicators identified were scheduled to either meet or exceed the year end targets, with 1 indicator slightly below targeted performance (although indications were that it was expected to reach its annual target for 2008/09);
- (b) outlining detail on Statutory Performance Indicator (SPI) targets for 2009/10, advising that since the last Board meeting, Audit Scotland had published the SPI direction for 2009/10, and in doing so had removed the requirement to report performance on the investment in stock and learning centre indicators for libraries, and that Culture and Sport Glasgow were currently in discussion with Glasgow City Council regarding the potential implications of this revision;
- (c) informing the Board that Glasgow City Council had requested retention of the Measures of Improved Performance relating to free swimming (both

juvenile and 60+. She advised that the targets for 2009/10 were as follows:-

Juvenile - 155,000

Adult (60+) – 100,000;

- (d) intimating that the opening of the Dr Who Exhibition scheduled in March would impact on performance relating to visits to Kelvingrove Art Gallery and Museum in 2009/10;
- (e) providing a breakdown of employee numbers as at 28 February 2009; and
- (f) advising that currently the company's sickness absence levels stood at 2.94%.

## 10 **Equality Policy approved**

There was submitted a report by the Director of Operations seeking to approve Culture and Sport Glasgow's (CSG) Equality Policy, advising

- (1) that CSG was contributing to making Glasgow a city where all citizens, regardless of ethnicity, religion or belief, gender, disability, age or sexuality, were
  - (a) treated with respect;
  - (b) had full access to the range of services provided by CSG; and
  - (c) were able to have a quality of life which afforded them independence and freedom from discrimination and harassment;
- (2) of the progress made since the previous Equality Policy in ensuring Equality was central to the Company's activities, as well as highlighting the key proposals of the revised Policy (a detailed version of which was attached as an Appendix to the report);
- (3) of the main principles underpinning the Policy;
- (4) that the Policy would be supported by a detailed Action Plan which would detail the actions CSG would take forward over the next 2 years, in order to ensure fair and equal access to both employment and service opportunities;
- (5) of the key strategic outcomes aligned to the Action Plan; and
- (6) that the Policy and Action Plan would be reviewed in 2011 by the Operational Equality Group, in consultation with Heads of Service, staff, Glasgow City Council, community representatives (including the 4 Equality Network Forums) and other key stakeholders.

After consideration, the Board approved Culture and Sport Glasgow's Equality Policy.

11 **Capital Programme Update noted.**

There was submitted a report by the Director of Special Projects and presented by the Chief Executive 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 and that Riverside be a possible venue for the September meeting of the Board.

12 **AOCB**

- (1) The Board agreed that future meetings should start at the earlier time of 10.30 specifically if presentations were being made; and
- (2) Lord Macfarlane requested more information regarding the staffing report. It was agreed that the Director of Strategic Planning and Corporate Services would meet with Lord Macfarlane to discuss this and the presentation of this information at future meetings.
- (3) Sir Angus Grossart requested information regarding representation of Senior Officers at Committee and Official meetings. The Chief Executive agreed to provide a brief report in due course.

13 **Close of business.**

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

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Chair