

Public Sector meets Third Sector

21st January 2009



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Director of Development
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Culture & Sport Glasgow



Culture
& **Sport** GLASGOW

Culture and Sport Glasgow:
An Introduction

Why set up Culture and Sport Glasgow?



Service improvement and business development opportunities

- Opportunities for inward investment
- Strengthen the case for the Metropolitan nature of the services provided by the City
- Benefit of an overarching company containing both flagship and community facilities
- Encourage the development of enhanced relationships with the voluntary sector
- Delivery of savings to the Council

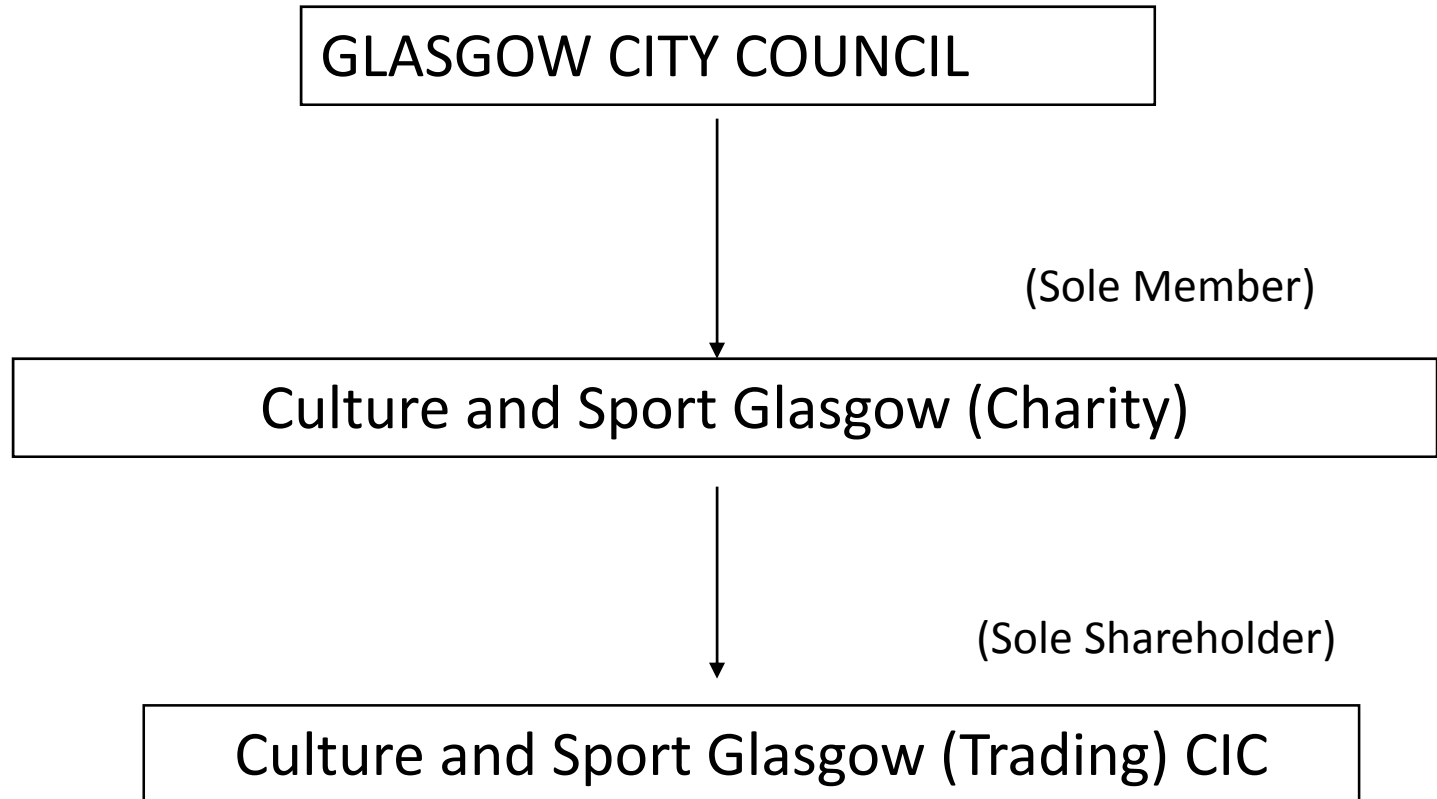
What is Culture and Sport Glasgow?



Culture and Sport Glasgow is:

- A company limited by guarantee with charitable status, wholly owned by Glasgow City Council.
- A trading subsidiary – Culture and Sport Glasgow (Trading) CIC, a wholly owned subsidiary of Culture and Sport Glasgow.
- Established on 1 April 2007 to manage and deliver culture, sport and outdoor recreation for Glasgow City Council.
- Culture and Sport Glasgow and Culture and Sport Glasgow (Trading) CIC will be fully operational by 31 May 2007.

General Legal Structure



What is Culture and Sport Glasgow?

Culture and Sport Glasgow – Board of Directors

- 6 Elected Members – appointed by Glasgow City Council (Partner Directors)
 - Bailie Elizabeth Cameron (Chair)
 - Cllr Aileen Colleran
 - Cllr Stephen Curran
 - Cllr Alison Hunter
 - Cllr Steven Purcell
 - Cllr Allan Stewart
- 4 Independent Directors
 - Rt Hon The Lord Macfarlane of Bearsden
 - Lord Stevenson of Coddanham
 - Sir Angus Grossart
 - Rt Hon George Reid
- Chief Executive of the Company
 - Bridget McConnell

Management Structure

**Chief Executive
Bridget McConnell**

**Director of
Development &
Commercial
Operations –**

Anthony McReavy

- Commercial Development
- Fundraising

**Director of Strategic
Planning &
Corporate Services –**

Susan Deighan

- Performance
- Service Planning
- Policy
- Elected Member Liaison
- Marketing & PR
- Human Resources
- Procurement
- Legal Services
- Facilities Management

**Director of Finance
–**

Charles Beattie

- Depute Chief Executive
- Treasury Management
- Charitable Company
-Accounting and Budgeting
- Trading Company
- Retail
- Venue Hire
- Catering

**Director of
Operations –**

Jill Miller

- Arts and Museums
- Sport and Events
- Libraries and Community Facilities
- Area Based Services and Development

**Director of Special
Projects –**

Ian Hooper

- Capital Projects
- Commonwealth Games 2014
- Events Strategic Development

Services



Culture and Sport Glasgow is responsible for delivering the following services on behalf of Glasgow City Council:

- Arts and Museums
- Libraries & Community Facilities
- Sport and Events
- Area Based Services and Development Programmes

Glasgow City Council retains ownership of all buildings and collections.

Services continued

- Grants advice to Glasgow City Council
- Responsibility for award of Grants remains with Glasgow City Council
- Culture and Sport Glasgow will continue to evaluate and advise on applications and monitor awards.



Capital Programme

- Responsibility for delivery and financial monitoring of capital projects remains with Glasgow City Council
- Culture and Sport Glasgow will have a client management role for each capital project

Resources



Revenue budget of £87.6 million (OBC) comprising:

- Glasgow City Council Service fees £69.3m
 - Income Generation £24.1m
 - Trading CIC £ 3.0m
- 2385 staff TUPE transferred from 1 April 2007
 - 145 facilities

Culture and Sport Glasgow (Trading) CIC

Culture and Sport Glasgow (Trading) CIC is responsible for:

- Retail: Shops in Kelvingrove (3), Burrell, GoMA, People's Palace, St Mungo's and MOT
- Venue Hire
- Cafes in: Mitchell, Kelvingrove, Burrell, GoMA, St Mungo's, MOT, Tramway, Bellahouston, Scotstoun, Tollcross & Gorbals (managed on behalf of CSG by GCC's Direct & Care Services)
- Sponsorship



Governance

- Finance, Corporate and Trading Services Policy Development and Scrutiny Committee
- Audit (Internal and External)
- Boards
- OSCR and Audit Scotland
- Risk
- Audit Committee

Contractual Structure

1. Transfer Agreement
2. Subsidiary Transfer Agreement
3. Services Agreement
4. Property Agreement
5. Collections Agreement
6. IT Agreement
7. Transitional Services Agreement
8. Agreement between Culture and Sport Glasgow and Culture and Sport Glasgow (Trading) CIC

Contractual Structure

- Some Principles
- Land / Buildings
- Collections
- Pension Fund
- FOI
- Data Protection
- Procurement
- Liability

Contractual Structure

- Some principles (cont'd)
- TUPE
- Insurance
- Change Control Procedure
- IP
- Term and Termination
- Governance Arrangements with the Council
- Protocols
- Dispute Resolution

Contracts

Transfer Agreement between GCC and Culture and Sport Glasgow

- Transfer of business and certain assets;
- Staff;
- Contracts relating solely to business;
- Records
- IPR

Services Agreement

- Annual Service Fee
- Prescribed Performance Standards
- Change Control
- Special Provisions
 - Grants
 - Events
 - Community use of School Facilities
 - Museum Education Protocol
 - Media Management Protocol

Property Agreement

- Property Categories
- Principles
- Types of Works
- Capital Projects Programme
- Capital Works funded by grants to CSG
- Reinstatement following damage or destruction
- Additions to/withdrawal of properties from the portfolio
- JV Project
- Commonwealth Games

Company Priorities



Short Term

- Consolidate our successes to date
- Deliver against OBC targets
- Review and implement the Cultural Strategy
- Deliver the Capital Programme
- Area Based Services

Company Priorities



Medium/Long Term

- To grow and expand our services
- Increase investment in Culture and Sport
- Improve Performance
- Widen access
- Support the delivery of Legacy of 2014