# CHARLES RENNNIE MACKINTOSH SOCIETY MINUTE OF THE RECONVENED 2<sup>nd</sup> ANNUAL GENERAL MEETING HELD AT THE MACKINTOSH CHURCH, GLASGOW SATURDAY 7 JUNE 2008

# 1. WELCOME

The Chair of Council, Dr. Evelyn Silber, welcomed members to the Mackintosh Church for the Society's Reconvened 2<sup>nd</sup> AGM as a Company Limited by Guarantee.

The Chair welcomed all.

# 2. APOLOGIES

The Chair reported that apologies had been formally received from the Society's Honorary President, Lord Macfarlane of Bearsden. Apologies had also been received from a number of Council and Society members.

# 3. TREASURER'S REPORT OF AUDITED ACCOUNTS

(13 Nov 2005 – 31 Dec 2006)

Kathleen Benham summarized the Accounts for Nov. 2005- Dec. 2006

Key points: The reserves are used for organisational spending

Restricted funds are used for Church maintenance and specifically

appointed projects

At the end of 2006 there were £802,000 – £780,000 of which was for restricted use and £20k free for organisational use.

The Accounts for 2005- 2006 were accepted Proposed by Nancy Sommerville and seconded by John Wylie Bernard Saltmarsh asked for account accepted vote by all – all were asked and all accepted.

Note: Funds raised by Regional Groups (05-06) may have been perceived as being used improperly but this was not the case. The Council reviewed all issues in question and confirmed that funds were used properly.

The meeting finished at 10.45am

# CHARLES RENNNIE MACKINTOSH SOCIETY MINUTE OF THE 3<sup>RD</sup> ANNUAL GENERAL MEETING HELD AT THE MACKINTOSH CHURCH, GLASGOW, SATURDAY 7 JUNE 2008

#### 1. WELCOME

The Chair of Council, Dr. Evelyn Silber, welcomed members to the Mackintosh Church for the Society's 3<sup>rd</sup> AGM as a Company Limited by Guarantee.

ES thanked the Membership team Drew Sommerville and Elspeth Kidd and to the Regional Groups for their hard work.

ES reported that Stuart Robertson visited the Isle of Man in March at the invitation of the Archibald Knox Society. AKS wanted to learn from the CRM Society on how a small Society can develop an artist's reputation though support for scholarship and effective lobbying, and act as a catalyst for tourism development in a city.

Stuart and other members of the Mackintosh Heritage Liaison Group visited Chicago to learn how the staggering architectural heritage of that city was being promoted and supported by the city, by trusts and volunteers as a key element in their cultural economy. The group returned from the latter inspired by the sheer scale of support and activity in Chicago – programmes involving 400 trained volunteers for instance - but similarly Stuart was keenly aware and appreciative of the warm reception he received in Douglas, Isle of Man. The people there were awed in their turn by how much CRM achieved with its tiny paid staff and volunteers. They thought we had about 12 paid staff! This is a vivid reminder of how far the CRM Society punches above its weight, the scale of our ambition and the high regard in which the Society is held. Thanks due to Stuart, Tricia, our Information officer, Irene, our Retail Officer, and our Outreach Officer, Sha Nazir.

The Chair looked back on a very busy year, as the restored and enhanced Church and Hall had its first full year of operation.

# Key points:

The Society has launched new business initiatives to increase the recurrent income generation which is essential to ensure the long term sustainability of the Society.

The Society is extremely grateful to help received from Arts and Business – for their support for a seconded mentor who is working with Stuart, to Scottish Enterprise Glasgow for seconding Dylan Patterson to get the wedding business and other commercial activity up and running, to Heritage Lottery Fund for supporting Sha's Community programme, also to several new volunteers, Clare Spencer and Karin Otto, who have brought useful skills to bear on some behind the scenes activity.

The Society recognises that this has been very time consuming and necessarily Glasgow-focussed work. However, the needs of the wider membership have not been forgotten.

The Society is reviewing systems to improve member services and communication.

The Journal has been redesigned and increasingly includes news items and reviews as well as short authoritative articles on new discoveries by Mackintosh researchers. The redesign has been received with enthusiasm and praise by many members.

Free or concessionary access for members to Mackintosh sites have been negotiated and we hope to develop some reciprocal relationships with Societies with related interests elsewhere as these will benefits UK members and members based abroad when visiting the UK.

The Society has also fulfilled the promise made at the last AGM to define the relationship between the four UK based local groups and the Society with results that have been reported in the last Journal. A Service Level Understanding (available on the Society website) has been drawn up and shared with local group organisers.

The Chair thanked members of Council and Stuart for the many hours they have put in on this. Special thanks to Charles Hay, new member of Council. The Chair also thanked the regional group organisers who have devoted their time and thought to comment upon drafts and have now carried out some administrative changes.

The Chair announced changes on Council:

Welcomed Charles Hay & Catriona Reynolds

Unfortunately Kathleen Benham is standing down. Kathleen was thanked for a magnificent job in the complex business of handling our accounts during the completion of the capital project to restore the building and has got our budget forecasting on track now we are back in the Church after two years of modified operation. Kathleen has generously agreed to see us though to the appointment of a new Hon. Treasurer.

Gareth Hoskins has completed his term on Council and was thanked for his advice and help during the development and execution of the Queen's Cross restoration project.

The Chair commented on the condition of Mackintosh buildings and that although Charles Rennie Mackintosh's reputation stands high, there is still a need for our vigilance and advocacy to make sure that his built legacy is protected, conserved and made accessible.

The Mackintosh Heritage Liaison Group has been working for several years on the case for Mackintosh buildings to receive UNESCO World Heritage Site status.

Other progress to report; major restoration and improvement project, part funded by the Heritage Lottery and led by Council member, Peter Trowles, is under way at the School of Art. A building survey is in progress at Scotland Street School following concerns we have expressed about a lack of maintenance over recent years.

Glasgow Museums (now under the governance of the trust, Glasgow Culture and Sport) are now beginning a consultation process in which members of the Society will be invited to participate, about the long term conservation, research and presentation of Miss Cranston's Ingram Street Tea Rooms.

Martyrs' School, the Mackintosh building leased for some years to Glasgow Museums, is to be vacated by the end of this year as the lease building expires with no apparent decision or strategy announced for its future care and use. A storage building where the Ingram Street material has been kept is also to be vacated shortly with the possibility of interim storage for the material before it hopefully goes to a third phase of Glasgow Museums' purpose built Resource Centre in 2010 or thereabouts. The Society will be writing to the City Council to request information on the future of Martyrs' School and urge that the risks to the building should not be increased by it being left derelict.

#### 2. APOLOGIES

The Chair reported that apologies had been formally received from the Society's Honorary President, Lord Macfarlane of Bearsden. Apologies had also been received from a number of Council and Society members.

# 3. MINUTE OF THE OF THE 2007 AGM

There were some amendments to the Minute of the 2<sup>nd</sup> AGM June 2007.

Item 3 - Minute of the 2006 AGM.  $3^{rd}$  paragraph  $-1^{st}$  AGM

After 'Graham' delete 'matters arising' and add 'and agreed with the following amendments:

Insertion of motion:

- 1. regularise the position and status of the regional and overseas branches of the Charles Rennie Mackintosh Society and
- 2. develop appropriate protocols for the operation and support of the branches including procedures and responsibilities for administrative, financial and other support and for their local management; these to be adopted within the next twelve months.'

Proposed by London and South East Committee

The following amended motion by Pamela Robertson was voted for and approved by the meeting:

This meeting resolves to:

- 1. examine the position and status of the regional and overseas branches of the Charles Rennie Mackintosh Society and
- 2. develop appropriate protocols for the operation and support of the branches including procedures and responsibilities for administrative, financial and other support and for their local management; these to be adopted within the next twelve months.'

Voting results: For 43; Against 4; Abstain 1

Item 6 - REGIONAL GROUPS the following wording will be added:

Requesting assistance in setting up email addresses to make mailings less costly and more efficient.

# Item 8 - ELECTION OF COUNCIL MEMBERS

(No need for those serving a 3 year term to be re-elected) Minute as what occurred.

Jo Lamb had been nominated and seconded and was voted onto Council.

Lesley Dunlop, Evelyn Silber and Kathleen Benham were all nominated and approved.

# Item 9 - AOB

London and South East had circulated a Report of their activities and current position with a Motion

- 1. to require the Council to fulfil the terms of last year's AGM decision urgently (within 4 months at the latest?), so as to strengthen regional activity and rectify the anomalous situation which currently exists that could be potentially detrimental to the volunteers involved.
- 2. immediately give an assurance to those individual volunteers involved with the London and South East Organising Committee that they have the financial, moral and intellectual support of the Society and a guarantee that any and all liability is that of the Society and not of the volunteers personally or collectively.

In speaking to the motion Bernard raised a number of issues of concern including that he was worried that Members in London would not remain as Members if London and South East events were not part of the Society. There was some discussion.

The Chair said Point 1 could be voted on but not point 2 as there could be no guarantee on financial liability for regional events. There was some further discussion. Jim Rae proposed that the motion be not put and matters of concern raised by it be discussed by Council. This was voted on and carried overwhelmingly.

Proposal to the group that Council be entrusted to amend approved notes to prior Minutes as appropriate. Proposed by John Wylie, seconded by Deirdre Bernard

Aileen Somerset requested additional reminders about the location of Minutes on the website.

#### 4. DIRECTOR'S REPORT

Director, Stuart Robertson thanked the Chair for her welcome and review of the new relationships the Society is forming with local groups.

SDR reported that there are still a few outstanding issues on the Church refurbishment and the retention fee has yet to be paid.

QXHA have started developing the gap site, located next to the Church on Springbank Street. This will be completed in November.

#### Business

On the business side, Stuart commented on how delighted the Society is to have the services of Dylan Paterson who has been assigned to develop the business opportunities as part of the funding support from Scottish Enterprise. The project began in August 2007 with the aim of increasing the commercial activities (and related revenue) of the Mackintosh Church over a ten-month period - specifically:

- Weddings and Event Hire
- Sponsorship (identifying and securing opportunities)
- Trusts (Applying to relevant trusts for funding)
- Tours (help to increase tour business/revenue)

In 2008 there are already over 6 weddings booked and the 2009 calendar is already beginning to fill up. Stuart explained that this is exciting news and not only will this build public awareness of The Church and Mackintosh, but also generate a new revenue stream for the Society.

Another exciting initiative for the Society is the support of Arts and Business, where a business mentor from their Skills Bank is giving the Society guidance on the structure and development of the Society.

Stuart reviewed the following parameters that will be covered in the plan:

# Aims & Objectives of the Project

Streamline Organisation

Forward planning and monitoring – work in Sustainable Development

Better financial monitoring

Increased revenue stream, Updated business plan, improved marketing liaison

#### **Outcomes**

Better time management, improved communication with callers, members etc.

Tweaked computer membership systems

Better service to members / on-line customers

Increased revenue from existing and new sources, 3 yr business plan

#### **Tasks**

Membership application and communication process Promotions of membership – review and improve methods

Training programmes, including volunteers

Review of business plan, marketing strategy and plan

This is a big undertaking for the Society but is very important for the long term survival. To help develop these strategies Stuart reported that the Society is fortunate to have the services of a new volunteer, Karin Otto from New York. Karin has been working on the Operations Manual for the Building. Over the next few months, with Stuart and the Society staff, will start to develop a Volunteers Programme.

Since reopening we have had over 8000 people visit the Church.

# **MEMBERSHIP**

SDR reported that membership has held up well, and as Evelyn said we have negotiated new benefits for members.

CRM Society Membership now provides free or concessionary admission to or discounts at some Mackintosh sites:

- The Mackintosh Church Free admission
- The Mackintosh House Conc. rate £2.00 admission
- House for an Art Lover Free admission
- The Glasgow School of Art Free admission
- The Lighthouse Half price admission
- The Willow Tea Rooms 10% discount
- 78 Derngate, Northampton Conc. rate £4.00 admission

SDR reported Peter Trowles will cover the activities in the Regional Groups. He then thanked all the Regional Groups for their support and contributions over the past 12 months.

#### **OBITUARY**

Over the last year we were saddened to lose:

Isabel Johnston, who was a great volunteer to the Society

Nancy Blackie – died last year

Lady McLaren Young – died last year

Former Council Member Waveney Miller died last week. Waveney was born in the West Indies and brought up as a Scottish Presbyterian. Waveney was a Buddhist for 27 years and viewed Mackintosh as her brother. Mackintosh was an important part of her life. Waveney's ashes are going to be scattered in the river Esk at Kagyu Samye Ling, Tibetan Buddhist Centre. Jo Lamb, Society council member was in attendance.

# MARKETING

The Society continues to be involved with a number of organisations including the Arts & Business Development Forum, the Association of Scottish Visitor Attractions, Glasgow Chamber of Commerce and VisitScotland and the Glasgow City Marketing Bureau. Other promotions have been set up with RBS Bank and Abbey, offering visitors to QX a two for one promotion.

The Legacy Leaflet and Mackintosh Trail Ticket flyer have recently been redesigned

# Volunteers

Stuart thanked all the volunteers who have given up their valuable time to ensure the Church is open on Sundays.

# **Tours**

This year the Society has; Visions of Mackintosh Tours in conjunction with the Glasgow Pond Hotel. Another up market tour has been developed in conjunction with the Abode Hotel. Advertising has been placed in NADFAS, Kew Magazine and Style 1900.

Stuart thanked Trish for her work on Tours and Events. This is an important source of revenue for the Society.

Articles on the Church and the Society over the last year include: Heritage, Style 1900 and this year Coup de Fout.

Scotland on TV has made a number of films. Links to these can be found on the CRM Society website.

#### **Events and Tours**

September - Dysart to view the Mackintosh mural and then on to Edinburgh to view the *Hand*, *Heart* & *Soul* Exhibition with a special introduction by Dr Elizabeth Cummings.

Doors Open Day was extremely successful with over 400 visitors to the Church.

October - Dr George Rawson gave a fascinating talk on Mackintosh's Italian Tour.

Society tour following in the footsteps of C R M around the Pyrenees Orientales in France. The guide for the trip was Robin Crichton, the President of the Association CRM en Roussillon and author of the book. *Monsieur Mackintosh*.

February Preview of the work of Dai & Jenny Vaughan, who were commissioned to reproduce the gesso by Margaret MacDonald *Seven Princesses* which is on display in the MAK in Vienna.

# **Archibald Knox Society**

Stuart attended the celebration event for Archibald Knox's ?? in the IOM. The Knox Society would like to follow the model and work undertaken by the CRM Society.

March the Society hosted the second Kimono Mackintosh event, along with the Creative Design Award.

This years AGM weekend began on Friday with a preview of Sofia ?'s exhibition.

After lunch a group will head down to Helensburgh to view two private Arts & Crafts Homes.

On Sunday morning the Society's weekend programme finishes with a trip down the coast for a day in and around the places CRM would have sketched in Ayrshire.

#### Future Events include:

West End Festival: Ricardo Garcia & Phamie Gow 28 June at The Mackintosh Church

**Gifts of Unknown Things!** *Paintings by Anna Sadler* 4 - 27 July 2008

**Liverpool Study Tour:** 14-16 August 2008

In September the Society is running a number of extra events to coincide with Doors Open Week.

#### **Mackintosh Development Officer**

Sha is currently working on new programmes and volunteer expansion. He is working on an action plan for Community Involvement and Education.

Last September the Society launched The Mackintosh Church Schools Education Programme. Since then over 600 school pupils have participated in our learning programme.

Programming for 2008-2009 includes:

- Ongoing growth and expansion of our Schools programme
- Japanisms: paintings and works by Sofia Perina-Miller from June 08
- Gifts of Unknown Things! Exhibition Painting by Anna Sadler
- Art Auction by various artists Sept 08
- Doors Open Day Event and week long talks Sept 08

A series of Summer Art Schools are planned for 8–14 year olds New Book A new book in conjunction with GSA "Speculations on an Architectural Language" was published in December. Members can purchase this today at a special price of £10.00.

#### Journal

Stuart was delighted with the feedback received in connection with the new style Journal. He would like to thank everybody who contributed. The Society hopes to have the Journal available within all the Mackintosh venues.

# **UNESCO World Heritage Sites**

The Tender document has still not been published, now a year late it is only revised every 10 years. Glasgow City Council has provided financial support for the management plan. With the list coming out soon awareness needs to be raised with politicians and key people.

# The Glasgow School of Art

Work on The Glasgow School of Art's Heritage Lottery-funded Conservation and Access project is now well underway.

#### **The Willow Tea Rooms**

Simpson and Brown have completed a conservation plan and repairs are scheduled to start. The doors for the Salon De Luxe are due to return.

# **Queen Margaret Medical College**

The application to open a hotel within the former BBC premises at Queen Margaret Drive has been granted planning permission. The site includes Queen Margaret Medical College which has been ring-fenced.

# **Mackintosh Heritage Group**

The Mackintosh Heritage Group continues to develop the City's Mackintosh heritage.

Last October the Glasgow Mackintosh Festival collected two top prizes from the Scottish Thistle Awards 2007. The successful Festival, which celebrated the city's Charles Rennie Mackintosh heritage throughout 2006, took home the Scottish Thistle Awards for 'Marketing Initiative' and 'Events and Festivals – International' at the glitzy award ceremony in Edinburgh. The trophy is on view at the church.

# The Charles Rennie Mackintosh Heritage Group

In September last year, as part of the Mackintosh Development Plan, a Learning Journey to Chicago was supported by Scottish Enterprise for the members of the Mackintosh Heritage Group. During the trip the Society participated in a number of tours and met key personnel from organisations, such as the Frank Lloyd Wright Preservation Trust, Chicago Architectural Foundation, the Chicago Office of Tourism and Millennium Park. The Chicago trip provided a valuable opportunity to study at first-hand how Chicago promotes its architectural and design heritage including the legacy of Frank Lloyd Wright.

A five-year plan has been published and available to view. The plan aims to achieve a number of step changes which will add value to the Mackintosh heritage, increase and extend audiences, improve the visitor experience, deliver economic impact, and add value to Glasgow and Scotland's cultural offer.

In March Scottish Enterprise approved a 3 year funding plan of £323k to help begin implementation of the new 5 year plan for Mackintosh. This funding is enabling funding to help the group with a person resource and seed funding for some of the projects identified.

### **CONCLUSION**

The Society has achieved a great deal this year on a number of fronts. Looking forward, Stuart was very excited with these new developments.

Stuart thanked everybody for their support this year and he thanked his dedicated team of Trish, Irene, Margaret and Sha, who have supported these efforts.

Jo Lamb thanked Stuart for the new Journal format, much enthusiasm from the group as to the potential opportunities arising from the new format.

Questions and comments from the floor:

John Wylie asked if the church will need to restrict visitors to accommodate weddings and events. Weddings are currently limited to 10-12 per year as the team will review ability to accommodate. So far the Church has not restricted access to visitors and has not intention of doing so. Mostly all events are scheduled on Saturdays when the church is closed.

Rosie Hooper asked if there are enough toilets for these events. Yes, there have been no issues or comments made about the toilets. Should additional WCs be needed there is space to bring these on to the site.

# **5. TREASURER'S REPORT 2007 - 2008**

The accounts to 31 December 2006 and 31 December 2007 have been audited by J S Thom Chartered Accountant.

As previously reported, the Society operates two funds – the General (or unrestricted) Fund and the Fabric (or restricted) Fund. The General Fund represents monies raised and set aside for unrestricted use in meeting the Society's charitable aims and objectives. This fund operated at a deficit of £11,491 in the year to 31 December 2007 (and £30,789 for the period March 2006 to 31 December 2006).

This means that the General Fund at 31 December 2007 is £886,344. However £875,693 is in fixed assets (ie the Church) leaving only £10,651 in "free" reserves.

The Fabric Fund represents restricted monies set aside for refurbishment and maintenance costs only of the Mackintosh Church. In the year to 31 December 2007 £205,862 of income was received and £152,223 expended (in period to 31 December 2006 £614,000 was received and costs of £658,000 incurred.)

The Balance on restricted funds is now sitting at £88,757 and must be spent on the project (already committed is further capital expenditure in 2008 and an employee salary for a further two years) The net assets of the Society at 31 December 2007 are £975,000, represented by:

Mackintosh Church	£876,000
Shop Stock	£12,000
Money on Deposit less overdraft	£121,000
	£1,009,000
Less Monies owed	£34,000
Net Assets	£975,000

#### **In Summary**

The Capital Refurbishment project has been successfully completed within budget. However the impact on the operations over the period of work has been significant. The Society has again had to utilise its reserves to fund its operations during the year to December 2007 and this is not a sustainable position. The successful achievement of recurrent self-generated income is essential for the Society to survive and develop to enhance its services both to its own members and to the other

objectives to which it is committed. Targeted income sources include use of the Church for weddings and civil ceremonies, hire of the hall, increasing income generating tours, increasing visitor and retail income from Church visitors, exploring the potential of trusts and other supporting bodies and undertaking biennial reviews of Society subscription rates.

Questions and comments from the floor:

Sheila Fraser asked under STAFF COSTS in the ANNUAL REPORTS AND ACCOUNTS 2007 regarding remuneration or expenses – how are volunteers and other members remunerated for things like mileage, etc. Yes they are remunerated.

John Wylie asked Council to consider inflation when looking at annual changes to subscription rates.

Another member asked if the Journal costs have gone up and is this cost passed on to members. Yes, costs have gone up but new Journal has a resale value and a new marketing tool for the Society.

Potential cost savings in regard to subscriptions is to adjust the fee period to pay from the first of August for all members. Council is looking at other ways to cut costs. Need to keep in mind global appeal.

Paul Gilby said the Journal's new format was a good marketing tool, and the modern format is appealing to advertisers. He suggested when billing advertisers we request payment up front. He also offered the Society his expertise in publishing if needed.

Beryl Graham suggested that if there were to be subscription changes, increases would be easier to manage than a large increase in 2 years.

Another member asked if we had considered direct debit. Stuart commented that this has been considered and not possible at this time. Stuart also commented that it would be best to have subscriptions paid on-line.

Another member suggested possible levels of membership for those in different economic situations.

The Accounts were accepted. Proposed by Beryl Graham and seconded by Lesley Dunlop. Accepted nem. con.

#### 6. REGIONAL GROUPS

Peter Trowles reported that Council is grateful to the activities of the various regional groups operating in the UK and beyond. Their support is crucial to promoting the role of the Society to members outside of Glasgow and also to a wider general public. The past year had seen considerable time and effort spent on establishing 'service-level understandings' – as previously mentioned in the Chair's report so this is very much a two-way process.

Time is tight so Peter suggested that representatives from both London and the South-East, and the North-East who are in attendance, share information about their recent articles during the lunch break.

With no representatives from Bath and South-West or Liverpool and the North-West present, Council has been asked to note the following. The past year has seen another successful year in Bath and the South-West and plans for a fundraising event are being actively considered. Details will be posted on the Society's website when available. Since the last AGM, Liverpool and the North-West hosted their inaugural event (a talk by Peter Trowles on the Glasgow School of Art). Although well attended, the event ran at a slight loss and Pat Marsden (the organiser) was prepared to cover the short fall. Despite this, she remains committed to establishing an active group and has plans for a further 4 events in the

following year. She has already identified a better (and cheaper) local venue for this and details of future events will be posted on the Society's website as soon as possible.

Finally, in France, Robin Crichton and the *L'Association Charles Rennie Mackintosh en Rousillion* continues to work towards establishing two small permanent Mackintosh displays in and around Port Vendres although the timing of these openings depends on funding from the relevant local town councils.

As with all regional groups, the success is down to the work of the co-ordinators and committee members and by the active participation of members in the area. Their programmes of lectures, events and future developments will be noted in future editions of the Journal although the Society's website provides for more regular updated listings. Alternatively, a call to the Society itself will give members all the information they need.

Look to the website for other Regional news.

Ouestions and comments from the floor:

Jo Lamb asked to speak about London SE philosophy and handed out a document. The Chair stated that the slot was for a brief report and that the material distributed had not been cleared beforehand by Council so it was out of order. Information for distribution from at an AGM should be cleared beforehand by Council.

#### 7. ELECTION OF OFFICE BEARERS

The Chair was pleased to announce that The Rt. Hon. Lord Macfarlane of Bearsden had agreed to remain the Society's Honorary President. The Chair also formally thanked our Honorary Vice Presidents, Roger Billcliffe, Patricia Douglas, Professor Andy MacMillan and Eleanor Taffner who had all indicated that they were prepared to remain in office. This was approved by acclaim.

# **8. ELECTION OF DIRECTORS (Council Members)**

Kathleen Benham is stepping down. Council expects to able to appoint a successor soon.

Charles Hay and Catriona Reynolds were nominated onto Council. Proposed by Joyce Campbell, seconded by Drew Sommerville

JS Thom as auditor was approved by AGM

Meeting Ended at 12.15pm approximately