

**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 in the Kelvin Hall, Argyle Street, Glasgow on 15 June 2016 at 10am.

Present: Councillor Archie Graham OBE (Chair)
Lee McConnell
Professor Lesley Sawers
Councillor Emma Gillan
Councillor Soryia Siddique
Councillor Helen Stephen
Dr Bridget McConnell CBE

Attending: Susan Deighan, Chief Operating Officer; Ian Hooper, Director of Sport and Infrastructure; Martin Booth, Director of Finance and Governance; Jill Miller, Director of Cultural Services; Mark O'Neill, Director of Policy and Research; Colin Edgar, Director of External Relations; and Allan Drysdale, Governance and Liaison Officer; all Culture and Sport Glasgow.

Apologies: Councillor David McDonald
Dilawer Singh MBE
Mel Young
Sir Angus Grossart
John McCormick

1. Welcome, Notice and quorum noted.

The Chair welcomed all those present to the meeting.

Having noted that the relevant notice had been issued and a quorum was present, the Board agreed to proceed to business as hereinafter minuted.

2. Apologies noted.

The Board noted that apologies had been received from Sir Angus Grossart, Mel Young, John McCormick, Dilawer Singh MBE, and Councillor David McDonald.

3. **Minute of previous meeting approved.**

The minute of the previous meeting of 2 March 2016 was submitted and approved as a correct record.

4. **Matters arising noted.**

There were no matters arising from the minute of 2 March 2016.

5. **Chief Executive's update**

(1) Vibrancy Strategy Presentation noted.

The Chief Executive gave a presentation to the meeting which focussed on the Vibrancy Strategy for the city.

The Board noted the content of the presentation.

(2) Glasgow Life and Glasgow City Marketing Bureau noted and agreed.

Professor Lesley Sawers declared an interest in this item as a board member of GCMB.

There was submitted a report which updated the Board on the due diligence undertaken as part of the transfer of Glasgow City Marketing Bureau to Glasgow Life, and set out the proposed implications of these changes for Glasgow Life's Board and management structures and for key elements of the business, including Events, Branding and Marketing.

After consideration the Board:

- (i) agreed take forward the integration of all activities into one charitable company and one trading company;
- (ii) agreed to make recommendations to Glasgow City Council regarding the membership of the Glasgow Life Board;
- (iii) noted the implementation of the changes to the Leadership team's roles and responsibilities;
- (iv) noted the implementation of the changes to the events and marketing teams operating structures; and
- (v) noted the need to identify opportunities for efficiencies and savings as part of the 2017/18 budget planning process.

(3) The Burrell Collection noted.

There was submitted a report which provided the Board with an update on the progress with regard to the Burrell Renaissance and the Capital Programme.

The report covered in detail the building and landscape development and the timeline for this, as well as information on the consultation process, and also provided information in relation to the international tour and loans, fundraising, and marketing and communications.

After consideration the Board noted the progress of the Burrell Renaissance and the Capital Programme, and that a further report will be provided at the next Board meeting.

(4) Kelvin Hall Redevelopment noted.

There was submitted a report which provided the Board with an update in relation to the redevelopment of the Kelvin Hall.

The Chief Executive advised that Phase 1 of the project was on schedule to open in the Autumn, and spoke about initial ideas for Phases 2 and 3 of the project.

After consideration the Board noted the content of the report.

(5) Homeless World Cup noted.

It was noted that Mel Young had declared an interest in this item prior to the meeting.

There was submitted a report which provided an update on the Homeless World Cup and Legacy project which:

- (i) advised that the Homeless World Cup would be taking place between 10th July and 16 July in George Square;
- (ii) detailed the preparations for the event which included venue setup and media engagement;
- (iii) set out the aims of the legacy project associated with the competition, which included support for 150 people from Glasgow who had experienced homelessness who would be volunteers during the event; and
- (iv) confirmed the funding for the event with contributions from the Scottish Government, Glasgow City Council, and monies from the Big Lottery Fund towards the delivery of a legacy project, as well as value in kind contributions across a number of event services.

After consideration the Board noted the information contained within the report.

(6) European Championships 2018 noted.

There was submitted a report which provided the Board with an update in relation to the European Championships 2018 which:

- (i) informed the Board in relation to ongoing work around a number of areas including workforce and recruitment, legal framework, competition schedule, culture and ceremonies, and procurement;
- (ii) detailed recent media activity and correspondence which had been initiated by the President of the European Olympic Committee; and
- (iii) advised that the last European Championships Board meeting had taken place in Berlin on 13 June and Councillor Graham provided feedback indicating that the meeting had been largely positive.

After consideration the Board noted the progress with regard to the European Championships 2018.

6. Reports by Director of Finance and Governance.

(1) Financial update noted.

There was presented a report which informed the Board of the anticipated financial outturn for the year 2015/16 which advised:

- (i) that the overall position for the year which was currently being audited was a surplus of £661k, which was significantly higher than previously reported to the Board, and was a result of efforts to minimise costs and maximise income across the Company in the final quarter;
- (ii) that overall income was £1,526k behind budget, however, this figure was distorted by how catering income was accounted for by Cordia which had resulted in a large variance in both income and expenditure which cancel each other out;
- (iii) that overall expenditure had a positive variance of £2,185k;
- (iv) of a profit, before audit, for the CIC of £1,954k;
- (v) that auditors were progressing well with the audit, and it was anticipated that the surplus of £661k would result in reserves of approximately £1.3m which was 1.1% of turnover; and
- (vi) of a potential issue with the level of unrestricted reserves arising from changes to the accounts following the implementation of the Charity SORP and FRS102, and discussions were ongoing with the Auditor around how this is reflected within the accounts.

After consideration the Board noted the anticipated financial outturn for 2015/16 and the expected level of reserves.

(2) Risk Register noted.

There was submitted a report which detailed to the Board the current top 5 risks to the Company, and it was highlighted that these had not changed since those previously reported.

After consideration the Board noted:

- (i) that the risk register was formally reviewed on a 6 monthly cycle and that the report reflected the top 5 risks to the Company as at May 2016; and
- (ii) the request to review the format of how the risk register is presented to the Board.

7. Reports by Chief Operating Officer

(1) Annual Review 2015/16 noted.

There was tabled at the meeting the Company's Annual Review for 2015/16 which

- (i) advised that of the three key areas of performance which the company agreed to report to Glasgow City Council on, two had exceeded target – attendances at venues (excluding festivals and events) directly managed by Glasgow Life, and delivery against key themes set out in the 2014 Commonwealth Games Legacy Framework. The third

measure, income generated through the company's charity and CIC, was just short of target;

- (ii) informed that the statutory performance indicators which are reported on to Glasgow City Council, two had exceeded target, and one hadn't met target, attendances across frontline services, however, had exceeded target in all areas with the exception of sport;
- (iii) set out the attendance and income generation targets for the company in 2016-17; and
- (iv) detailed the contribution made by the company to the lives of citizens throughout the city by the main service areas.

After consideration the Board noted and welcomed the publication of the Annual Review for 2015/16.

(2) Workforce Planning and Transforming Glasgow noted.

There was submitted a report which provided information on the Workforce Planning programme to date and further detail on the emerging priorities from the Transforming Glasgow programme.

After consideration the Board noted the content of the report and the proposals to realign the delivery of services.

(3) Employee Relations Review noted and agreed.

There was submitted a report which informed the Board of the output of a review of key employment policies and procedures, specifically Disciplinary, Grievance and Appeals.

The report:

- (a) set out the background to the review of the company's Employee Relations Policies and Procedures and the methodology used;
- (b) provided a summary of the findings of the review and detailed quantitative and qualitative data;
- (c) presented a number of recommendations in relation to grievance and appeals procedures, and the introduction of an HR Scorecard; and
- (d) highlighted specific feedback on the recommendations from the Trade Unions following a meeting between them and senior managers.

After consideration the Board:

- (i) noted the enhancements detailed in the paper to Glasgow Life's Disciplinary, Grievance and Appeals policies and procedures, and that these will be taken forward by the People, Strategy and Resources Team in partnership with operational managers and trade union representatives;
- (ii) agreed to approve the recommendation that current practice for the level of Glasgow Life management involved in Stage 3 Grievance Hearings remains as is;
- (iii) agreed to retain the status quo with regard to membership of the panel that considers Appeals against Dismissal; and

- (iv) noted a request from the Chair that invitations for character witnesses to appear at hearings are more time specific to help prevent those called expending unnecessary time.

8. Report by Director of Sport and Infrastructure

(1) Capital Programme update noted.

There was submitted a report which updated the Board on progress with projects involved in the Capital Programme.

The report covered developments at the Kelvin Hall, Knightswood BMX Track, Tollcross International Swimming Centre, North Kelvinside Football Facility, and Scotstoun Stadium.

After consideration the Board noted the update provided in relation to the Capital Programme.

9. Report by Director of Cultural Services

(1) Collections Agreement Annual Report noted and agreed.

There was submitted to the Board the Annual Report in relation to performance information with regard to the Collections Agreement.

After consideration the Board

- (i) noted the information contained within the Collections Agreement Annual Report;
- (ii) agreed to forward the report to Glasgow City Council for their information; and
- (iii) requested that a report in relation to maintenance costs be presented to a future meeting.

10. Date of Next Meeting.

There being no further business the Chair drew the meeting to a close and advised the Board that the next meeting would take place on Wednesday 7 September 2016.