

**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 Scotstoun Stadium, Glasgow on 23 November 2016 at 10am.

Present: Councillor Archie Graham OBE (Chair)  
Mel Young  
John McCormick  
Sir Angus Grossart (by telephone)  
Lee McConnell  
Professor Lesley Sawers  
Councillor Soryia Siddique  
Councillor Helen Stephen  
Dr Bridget McConnell CBE

Attending: Susan Deighan, Director of City Marketing and External Relations; Martin Booth, Director of Finance and Governance; Ian Hooper, Director of Sport and Infrastructure; Jill Miller, Director of Cultural Services; Colin Edgar, Director of Strategic Partnerships; Mark O'Neill, Director of Policy and Research; James Doherty, Communications Manager; Linda McClure, Governance and Risk Manager; and Allan Drysdale, Governance and Liaison Officer; all Culture and Sport Glasgow.

Apologies: Dilawer Singh MBE  
Amanda McMillan  
Professor Anton Muscatelli  
Councillor Emma Gillan  
Councillor David McDonald

**1. Appointment of Chair agreed.**

In terms of Article 73 of the Company's Articles of Association it was noted that Councillor Archie Graham had vacated office as Chair of the Company at the conclusion of the company's AGM on 7 September 2016.

Mel Young, seconded by Councillor Helen Stephen, moved that the Board re-appoint Councillor Archie Graham as Chair of the Board. The Board unanimously agreed.

**2. Appointment of Chair of Audit Committee agreed.**

There was submitted a report advising that in terms of Article 73 of the Company's Articles of Association Councillor Emma Gillan had vacated office as Chair of the Audit Committee at the conclusion of the company's AGM on 7 September 2016.

Councillor Archie Graham, seconded by John McCormick, moved that the Board re-appoint Councillor Emma Gillan as Chair of the Audit Committee. The Board unanimously agreed.

**3. Appointment of Directors noted and agreed.**

The was submitted a report which informed the Board that Glasgow City Council at their meeting on 27 October 2016 agreed to re-appoint Sir Angus Grossart and John McCormick as Independent Directors of Culture and Sport Glasgow.

After consideration the Board:

- (i) noted the re-appointments; and
- (ii) agreed to re-appoint Sir Angus Grossart and John McCormick as Directors of Culture and Sport Glasgow (Trading) CIC.

**4. 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.

**5. Apologies noted.**

The Board noted that apologies had been received from Professor Anton Muscatelli, Amanda McMillan, Dilawer Singh, Councillor Emma Gillan and Councillor David McDonald.

**6. Minute of previous meeting approved.**

The minute of the previous meeting of 7 September 2016 was submitted and approved as a correct record.

**7. Matters arising noted.**

There were no matters arising from the minute of 7 September 2016.

**8. Branding Presentation noted.**

The Board were provided with a presentation by Tom Rice, Head of Marketing Communications which informed them of the future strategy for branding and the integration of Glasgow Life and Glasgow City Marketing Bureau brands, and how these would work together.

The Board noted the content of the presentation.

## 9. Chief Executive's update

### **(1) The Future of Glasgow Life: Strategic Options agreed.**

There was submitted a report which outlined the combination of strategic and financial challenges currently facing Glasgow Life as a consequence of austerity measures impacting on the public sector generally and local government specifically.

The report proposed a Board strategy planning event in early 2017 to consider options for the future scope, shape and direction of Glasgow Life for consideration by the sole owner of the charitable company, Glasgow City Council - within the context of the City Council's wider Transforming Glasgow programme.

The report also set out some short-term recommendations for organisational changes to ensure there is sufficient Leadership and People Management capacity going forward at this critical point in time.

After consideration the Board agreed:

- i) to approve the arrangements proposed for a Strategic Away Day;
- ii) to approve the early replacement and external advertising of the Director of Sport post; and replacement of the People Strategy and Resource Manager; and
- iii) that Community Engagement should be added to the discussion at the Away Day.

### **(2) National Galleries of Scotland – Memorandum of Understanding noted.**

There was presented to the Board a report which advised of the signing of a Memorandum of Understanding (MOU) to recognise and advance relationship and Glasgow Life (GL) and the National Galleries of Scotland (NGS).

The Chief Executive highlighted that this was a great example of collaborative working.

After consideration the Board noted the success of the relationship between NGS and GL, and the signing of an MOU to further develop the opportunities through continued collaboration.

### **(3) Kelvin Hall: Future Strategy noted.**

There was presented a report which informed the Board of the current position with regard to Phase 1 of the development of the Kelvin Hall and the ongoing developments in planning for Phase 2.

After consideration the Board noted:

- (i) the content of the report; and
- (ii) that a report would be presented to a future meeting in relation to proposals for the Charles Rennie Mackintosh 150<sup>th</sup> anniversary celebrations in 2018.

### **(4) Burrell Collection noted.**

There was presented a report which provided the Board with an update on the progress with regard to the Burrell Renaissance project.

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

**(5) 2018 European Championships noted.**

There was provided a verbal update in relation to progress with regard to the 2018 European Championships.

The Board noted the verbal update and that a further detailed report would be provided to a future meeting.

**10. Reports by Director of Finance and Governance**

**(1) Future Budget Strategy: 2017/18 noted.**

There was presented a report to the Board which informed them of the Company's financial strategy for the period 2017/18.

The report detailed the scale of budget pressures being faced by the Council Family, the Transforming Glasgow approach being taken to address this shortfall, and the progress to date.

After consideration the Board noted the financial strategy for 2017/18.

**(2) Financial update noted.**

There was presented a report which advised the Board of the Company's financial performance to 28 October 2016 which advised that

- (i) the overall position for period 8 was a surplus of £2, 683k, against a budgeted surplus of £3,691k, which was a negative variance of £1,008k for the Company;
- (ii) overall income was £1,482k behind budget, predominantly due to sports operating income, and it is hoped this gap can be closed by delivering one off expenditure savings;
- (iii) overall expenditure had a positive variance of £474k, this was as a result underspends on premises and utilities, and supplies and services, however, employee costs showed a significant negative variance; and
- (iv) the CIC had a year to date profit of £1,065k which was £171k behind budget.

After consideration the Board noted the information provided in relation to the Company's financial performance.

**(3) HR Scorecard noted.**

There was submitted a report which presented to the Board the Company's HR Scorecard which provided information on absence levels, employee relations, recruitment and performance management, and workforce and workforce turnover.

It was highlighted that this was the first time this report had been presented in this format and that more narrative would be included in future.

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

#### **(4) Risk Register**

There was submitted a report which detailed to the Board the current top 5 risks to the Company and advised that there had been no movement since the last meeting, and that a full review of the Risk Register would be completed in November.

After consideration the Board noted 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 October 2016.

### **11. Reports by Director of City Marketing and External Relations**

#### **(1) Glasgow's Tourism and Visitor Plan noted.**

There was presented to the Board Glasgow's Tourism and Visitor Plan to 2023 for their information.

It was highlighted that this was a key part of the city development strategy and set out plans for an additional 1 million visits by 2023.

After consideration the Board noted the publication of the Tourism and Visitor Plan.

#### **(2) Glasgow Life/GCMB Integration noted.**

There was presented a report which updated the Board in relation to the integration of Glasgow Life and Glasgow City Marketing Bureau (GCMB).

The report detailed the ongoing communication with OSCR with regard to ensuring that the merger meets their definition in relation to charitable purposes, set out the proposals for future branding, and advised of the next steps required to fully integrate GCMB activities into the charity.

After consideration the Board noted the update provided.

#### **(3) Performance Report noted.**

There was presented a report which provided the Board with information on the summary of performance from 1 April 2016.

The report highlighted that all targets were being met or exceeded, and that a new clearer format for presenting this information had been developed.

After consideration the Board noted the information provided within the performance report.

### **12. Reports by Director of Sport and Infrastructure**

#### **(1) Petershill Business Centre**

There was presented a report which provided the Board with background information in relation to Petershill Business Centre, and requested authorisation to sublease Petershill Business Centre to Social Work Services, and to serve termination notices on the current tenants.

After consideration the Board noted the information provided in the report and, agreed to authorise:

- (i) Glasgow Life officers to conclude negotiations with Social Work Services;
- (ii) the serving of notice on the current tenants of Petershill Business Centre; and

- (iii) the entering into of a sublease with Social Work Services for Petershill Business Centre until 2032.

**(2) 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, Scotstoun Stadium, and Glasgow Club Gorbals.

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

**13. Report by Director of Policy and Research**

**(1) Glasgow Life Research Strategy noted.**

There was presented a report setting out future proposals for Glasgow Life's Research Strategy which

- (i) detailed the development of the Policy and Research function within Glasgow Life over the last 7 years;
- (ii) advised that as part of the workforce planning programme Policy and Research and Quality and Performance would merge to come under the umbrella of Business Improvement which would provide a more holistic approach to policy development and business analysis;
- (iii) highlighted Glasgow Life's approach to the development of evidence based services, and audience development; and
- (iv) detailed how critical partnership working is to the development of the research capacity within Glasgow Life, and provided examples of work with other organisations and academic institutions.

After consideration the Board noted the report.

**14. Valedictory.**

The Chair indicated that this was the Director of Policy and Research's final meeting of the Board as he was leaving Culture and Sport Glasgow. On behalf of the Board he expressed gratitude and thanks and offered best wishes to Mark O'Neill on his retirement.

**15. Meeting Dates for 2017 noted.**

Dates for Board Meetings in 2017 were advised as follows:

- Wednesday 25 January
- Wednesday 22 March
- Wednesday 14 June
- Wednesday 6 September (AGM)
- November meeting date to be confirmed