

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 Edrom Suite, Tollcross International Swimming Centre, Glasgow on 3 September 2014 at 10am.

Present: Councillor Archie Graham (Chair)
Sir Angus Grossart
Mr John McCormick
Mr Mel Young
Dr Lesley Sawers
Dr Bridget McConnell

Attending: Susan Deighan, Chief Operating Officer, Martin Booth, Director of Finance and Governance, Ian Hooper, Director of Sport and Infrastructure Support, Jill Miller, Director of Cultural Services, Kathryn Greehy, Governance and Risk Manager, and Allan Drysdale, Liaison Officer, all Culture and Sport Glasgow.

Apologies: Mr Dilawer Singh
Councillor Soryia Siddique
Councillor Frank McAveety
Councillor Emma Gillan
Councillor David McDonald

1. Welcome, notice and quorum noted.

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 Dilawer Singh, Councillor Emma Gillan, Councillor David McDonald, Councillor Frank McAveety, and Councillor Soryia Siddique.

3. Minute of previous meeting approved.

The minute of the previous meeting of 25 June 2014 was submitted and approved.

4. Matters arising noted.

The Board noted that with reference to the minute of 25 June 2014 and the paragraph

10(1)(iii) Museums Collections – Disposal of Object, that the report had been referred to Glasgow City Council for their approval.

5. Appointments to Committees noted and agreed.

The Chair introduced a report which invited the Board to agree appointments to the Audit Committee and Nominations Committee respectively.

After consideration the Board

- (1) noted that Councillor Soryia Siddique had advised of her intention to stand down as Chair of the Audit Committee;
- (2) agreed to the appointment of Councillor Emma Gillan as a member of the Audit Committee; and
- (3) agreed to the appointment of John McCormick as a member of the Nominations Committee.

6. Report by the Chair noted.

The Chair provided the meeting with a verbal update in relation to the Commonwealth Games 2014 and introduced a video presentation highlighting the contribution of Glasgow Life staff and Host City Volunteers during the Games period.

After consideration the Board noted the verbal report and video presentation and expressed their gratitude to all members of Glasgow Life staff who had contributed to the success of the Commonwealth Games.

7. Update by the Chief Executive noted and agreed.

The Chief Executive introduced to the Board

- (1) a report which detailed the engagement and commitment of Glasgow Life staff in the successful delivery of the Commonwealth Games and advised of
 - (a) the ways in which staff were engaged prior to the Games through communications, briefings and digital initiatives to ensure momentum was gathered in the run up to the event;
 - (b) the success of the Host City Volunteer programme which recruited people from various backgrounds across the city to get involved in the Games and the platform this provides for future volunteer engagement in the city; and
 - (c) a summary of the key outcomes following the Games in relation to staff morale and take up of offers;
- (2) a presentation in respect of the masterplan works being carried out in relation to the Burrell Renaissance project
 - (a) which highlighted the project objectives with the aim of increased visitation to the Collection;
 - (b) outlined initial ideas for improved use of space and layout of the building to improve visitor accessibility and flow of people round the Collection; and
 - (c) advised of the extent of the urgent repairs required to ensure that the building provides a suitable home for the Collection into the future.

After consideration the Board

- (i) noted the content of the report in relation to staff engagement in respect of the Commonwealth Games 2014; and
- (ii) with regard to the Burrell Renaissance, noted the presentation, and that a further update would be provided to the next Board meeting in November.

8. Reports by Director of Finance and Governance

(1) Culture and Sport Glasgow Statutory Accounts 2013/14 approved.

The Director of Finance submitted the draft accounts and draft reports of the directors and auditors for the financial year ended 31 March 2014 and advised that these had been considered by the Audit Committee who had agreed to recommend them to the Board for approval.

After consideration, the Board approved the accounts and the reports of the directors and auditors for the financial year ended 31 March 2014.

(2) Financial Strategy noted.

There was submitted a report by the Director of Finance and Governance which informed the Board of planning assumptions for 2015/16 and advised that

- (a) Glasgow Life continued to operate in a challenging financial environment where both the public, and key financial partners and supporters, were under significant budget pressures, and it was therefore imperative to plan as early as possible to ensure the Company's continued financial stability;
- (b) initial indications from Glasgow City Council were that a service fee reduction of 2% (£1.5m) was likely for 2015/16;
- (c) there were additional budget pressures via payroll costs and other inflationary pressures, and that the current pay agreement with Trade Unions was due to expire in March 2015, and that it would be prudent to budget some resources ahead of negotiations; and
- (d) it was anticipated there would be a requirement for Glasgow Life to make savings in the region of £3.25m in 2015/16, with Workforce Planning and Income Growth expected to contribute significantly towards this target.

After consideration the Board noted the contents of the report.

(3) Risk Register noted.

There was submitted a report by the Director of Finance and Governance which advised of the outcomes of the recent review of the risk register carried out in August 2014, and detailed the top five risks to the Company.

After consideration the Board noted the content of the report in relation to the risks to the Company to August 2014, and that the risk register was formally reviewed on a six-monthly cycle.

9. Reports by Chief Operating Officer

(1) Performance Report – April to July 2014 noted.

There was submitted a report by the Chief Operating Officer

- (a) which updated the Board on the Company's non-financial performance from 1 April to July 2014; and
- (b) advised that
 - (i) overall performance exceeded target for three indicators (visits to museums and galleries, attendances at sports and leisure facilities, and visits to directly managed community facilities);
 - (ii) visits to libraries showed an amber rating due to improvement works at the Mitchell and Parkhead Libraries which have disrupted service delivery;
 - (iii) visits to art and music venues also showed an amber rating – and although figures had increased on the same period last year, performance against target was down and this would be investigated;
 - (iv) supplementary indicators relating to the Commonwealth Games 2014 Legacy, and the active theme led on by Glasgow Life, were all exceeding targets; and
 - (ii) with regard to sickness and absence figures that these were exceeding target and were showing a green rating.

After consideration the Board noted the summary performance from 1 April 2014, including details on the Company's staffing levels and sickness absence.

(2) Co-operative Glasgow noted.

There was submitted a report by the Chief Operating Officer which advised the Board of the commitment by Glasgow City Council (GCC) and the Council Family to the development of a Co-operative Council and that

- (a) the Co-operative Development Unit within GCC's Development and Regeneration Services would develop and implement a Co-operative Glasgow Action Plan;
- (b) as part of this process all members of the Council Family including Glasgow Life had been asked to nominate a Champion to develop links, communicate progress and identify new areas of co-operative working; and
- (c) Alex Byers, Area Manager, North West had been nominated as the Glasgow Life Co-operative Champion.

After consideration the Board noted Glasgow Life's response to Glasgow City Council's Co-operative Glasgow Action Plan.

(3) HR update noted.

There was a verbal update by the Chief Operating Officer which advised the Board that

- (a) a pay strategy was being worked up and would be provided to the next Board meeting in November;
- (b) all staff events were being held on the 19th and 20th September in order to recognise their contribution to the success of the Commonwealth Games, and as a result the staff recognition awards would now take place in Spring 2015; and
- (c) a leadership development programme was underway which it was expected would enable staff to build on skills and experience which had been gained as a result of the Commonwealth Games.

The Board noted the verbal update provided in relation to HR.

10. Report by Director of Policy and Research noted.

(1) Equalities Review noted.

The Chief Executive introduced a report in relation to the current equalities reviews underway within Glasgow Life which advised

- (a) of the two related studies being carried out by external consultants which had been commissioned to provide a snapshot of where the Company is to assist in improving delivery of services and to become a better employer; and
- (b) that these reviews were almost complete and would be finalised by the end of September, with emerging results, whilst showing areas of good practice, had also identified a number of key areas for development.

After consideration the Board noted the update in relation to the Equalities Reviews being undertaken by Glasgow Life and that a further report on these reviews would be provided to the Board meeting in November.

11. Report by Director of Cultural Services

(1) Museums Collections – Annual report noted and agreed.

There was submitted a report by the Director of Cultural Services providing the Board with performance information relating to the Collections Agreement

- (a) advising that the Collections Agreement required that Culture and Sport Glasgow keep Glasgow City Council informed of progress of the performance by Culture and Sport Glasgow of its obligation; and
- (b) detailing a summary of information relating to the Collections Agreement for the period from 1 April 2013 to 31 March 2014.

After consideration the Board

- (i) noted the performance information relating to the Collections Agreement; and
- (ii) agreed that the report be referred to Glasgow City Council for their information.

12. Report by Director of Sport and Infrastructure Support

(1) Capital Programme update noted.

There was submitted a report by the Director of Sport and Infrastructure Support informing the Board of progress on projects included in the Capital Programme.

After consideration the Board noted the update on projects included in the Capital Programme.

13. 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 26 November 2014 at 10am.