

**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 Boardroom, Riverside Museum,  
Glasgow on 25 June 2014 at 10am.

Present: Councillor Archie Graham (Chair)  
Sir Angus Grossart  
Mr Dilawer Singh  
Mr John McCormick  
Mr Mel Young  
Councillor Soryia Siddique  
Councillor Frank McAveety  
Councillor Emma Gillan  
Councillor David McDonald  
Dr Bridget McConnell

Attending: Susan Deighan, Chief Operating Officer, Martin Booth, Director  
of Finance and Governance, Ian Hooper, Director of Sport and  
Infrastructure Support, Mark O'Neill, Director of Policy and  
Research, Lynda Campbell, Business Support Manager, and  
Allan Drysdale, Liaison Officer, all Culture and Sport Glasgow,  
and Stephen Phillips, Burness Paul LLP.

Apologies: Dr Lesley Sawers

**1. Welcome, notice and quorum noted.**

The Chair welcomed those present to the meeting and congratulated Dilawer Singh on recently being awarded the MBE.

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 Dr Lesley Sawers.

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

The minute of the previous meeting of 26 March 2014 was submitted and approved.

**4. Matters arising noted.**

There were no matters arising which were not otherwise covered on the agenda.

**5. Report by the Chair noted and agreed.**

The Chair provided the meeting with a verbal update on progress with actions identified in the Board Appraisal Action Plan and advised

- (1) of actions already completed which included those relating to board papers and briefings, the role of Board Members during the Commonwealth Games 2014, NHS joint working opportunities, and ALEOs open day;
- (2) that the review of Board Members CV's in terms of providing additional support was ongoing, and highlighted the areas of work which Board Members were currently contributing to; and
- (3) of actions already in progress which would be reported back to future meetings.

After consideration the Board noted

- (a) the update provided in relation to the Board Appraisal Action Plan; and
- (b) the invite from the Chair to Board Members to approach him should they wish to discuss any other potential opportunities for involvement in the work of the Company.

**6. Update by the Chief Executive noted and agreed.**

The Chief Executive presented to the Board

- (1) a report in relation to the Burrell Renaissance
  - (a) which detailed recent progress with regard to the proposed tour, the PR and Communications Strategy and the Burrell masterplan; and
  - (b) in addition heard a verbal update by Sir Angus Grossart who reported on recent trip to the United States, taking in Philadelphia, New York and Washington which allowed visits and meetings with representatives of a number of key Arts institutions.
- (2) a report in relation to the Commonwealth Games 2014 – Host City Glasgow Project which
  - (a) set out the background to the Host City Glasgow Project led by Glasgow Life, the aim of which was to maximise the potential impact of the Commonwealth Games 2014 on civic pride, volunteering legacy aspirations, and on communities within the city;

- (b) detailed the role of Host City Volunteers who would complement the support of the Organising Company's Clydesiders and assist with wayfinding and general information for spectators and visitors to the city;
  - (c) advised of the Altogether Glasgow programme which has been developed to enable Glasgow's communities to better engage with the delivery of the Commonwealth Games 2014 and future major event opportunities via a programme of flexible learning, citizenship and volunteering.
- (3) a verbal update in relation to a planned ballot by the Joint Trade Unions with regard to potential strike action during the Commonwealth Games 2014.

After consideration the Board

- (i) with regard to the Burrell Renaissance, noted the progress of the Burrell Renaissance and that a further report would be provided to the next Board meeting in September 2014;
- (ii) noted the information provided in relation to the Host City Glasgow Project; and
- (iii) noted the verbal update in relation to the planned ballot by the Joint Trade Unions.

## 7. Reports by Director of Finance and Governance

### (1) Financial update noted.

There was submitted a report by the Director of Finance and Governance which informed the Board of the Company's financial performance to 6 June 2014 advising that

- (a) the overall position at Period 3 was a deficit of £429k which was a negative variance of £77k against budget;
- (b) overall income was £173k ahead of budget primarily due to Sport with Operating Income and Glasgow Club performing strongly against last year;
- (c) overall expenditure had a negative variance of £250k, with overspend in Sport related to additional hours and sports coaches, and on premises and utilities largely due to increased number of events at Scotstoun, Tollcross International Swimming Centre and the Emirates Arena; and
- (d) the CIC had a year to date profit of £136k which was £46k behind budget, due to the impact of the partial closure of Glasgow Royal Concert Hall on venue hire and catering.

After consideration the Board noted

- (i) the financial position for Period 3; and
- (ii) that a report would be provided to a future meeting providing a breakdown of the costs associated with events staged by Glasgow Life.

## **(2) 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 June 2014, and detailed the top five risks to the Company.

After consideration the Board noted

- (a) the content of the report in relation to the risks to the Company to June 2014, and that the risk register was formally reviewed on a six-monthly cycle; and
- (b) that further information in respect of risk ownership/responsibility would be provided in future reports to the Board.

## **(3) Disposal of Surplus Equipment agreed.**

There was submitted a report by the Director of Finance and Governance which asked the Board to approve the disposal of surplus sports equipment.

After consideration the Board agreed to approve declaration of eight mobile retractable seating units and taraflex basketball flooring and related equipment as surplus to company requirements, and to approve donation of equipment to East Scotland Warriors Basketball Club and Benburb FC on the terms and conditions set out in a legally binding agreement as prepared by Glasgow Life's legal team.

## **8. Reports by Chief Operating Officer**

### **(1) Annual Performance Report noted.**

There was submitted Glasgow Life's Annual Review and Performance Report for 2013/14 which

- (a) informed that Glasgow Life's fundraising performance had seen an increase of 34% in income over the last year, thanks to the strategic work of the development team in continuing to build strong relationships and support programmes, events and activities within the city;
- (b) set out how Glasgow Life's performance management framework ensures that services are continually reviewed and measured against their contribution to strategic objectives, and supporting the priorities of the wider city plans, agreements and frameworks;
- (c) highlighted Glasgow Life's significant contribution in delivering on key strategic priorities for Glasgow City Council, and the move to an outcome focussed framework and use of logic modelling to measure and demonstrate this;
- (d) advised of the 6.6 million attendances across sports facilities which was a 5% increase on 2012/13;
- (e) detailed the wide range of events, both annual and one-off, delivered by Glasgow Events over the course of the year, which contribute greatly to the city's reputation for hosting high-profile events;
- (f) explained the role of Glasgow Communities in providing area based services to help individuals participate regularly in cultural and sporting activity, and to support their

learning aspirations by identifying needs of individuals and communities and developing activities based on their requirements;

- (g) advised that there had been over 5.5 million visits to Glasgow Libraries, as well as 1.1 million usages of PCs and Wifi during 2013/14, and of the continued success and popularity with users of online services;
- (h) detailed the highlights of the cultural programme of exhibitions and events delivered by Glasgow Arts and Music across their six venues within the city;
- (i) informed that there were almost 3.2 million visit to Glasgow's nine museums during 2013/14; and
- (j) in addition heard a verbal update from the Chief Operating Officer in relation to Glasgow Life's sickness absence rates for 2013/14 which were 3.3%, below the target of 3.5% and an improvement of 0.3% on the figure for 2012/13.

After consideration the Board noted

- (i) Glasgow Life's Annual Review and Performance Report for 2013/14;
- (ii) that sickness absence rates for 2013/14 were below target; and
- (iii) that a final version of the report would be circulated to the Board.

**(2) A Vision for Glasgow Libraries noted.**

There was submitted a report by the Chief Operating Officer which provided the Board with an update on the first meeting of the Vision for Glasgow Libraries Project Board which

- (a) advised that the meeting had discussed the development of a vision statement and a set of aspirational statements which set out a possible vision for Glasgow Libraries;
- (b) highlighted plans for consultation and communication, as well as the use of potential expert witnesses to assist in providing examples of best practice and to challenge current thinking, this consultation process would help inform the development of a vision statement; and
- (c) informed that the Project Board agreed that the outcome of their work would be a vision with short and medium outcomes, and longer term aspirations, and that a project timetable would be developed by the end of July with the next meeting taking place in September.

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

**(3) Glasgow Life Staff Benefits noted.**

There was submitted a report by the Chief Operating Officer which informed the Board of the current benefits available to all staff across Glasgow Life, including information specific to the Commonwealth Games 2014.

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

**9. Report by Director of Policy and Research noted.**

**(1) Equalities Review noted.**

The Director of Policy and Research provided the Board with a verbal update in relation to the current equalities reviews underway within Glasgow Life which advised

- (a) that FMR Consultancy were in the process of conducting one to one interviews with staff who identified themselves as having protected characteristics as described by the Equality Act 2010, following a recent staff survey; and
- (b) of a more overarching review which was taking place focussing on the Company's policies and strategies, and staff's understanding of them.

After consideration the Board noted the verbal update and that a further report would be provided to a future Board meeting once both surveys, which will inform a long-term Action Plan for equalities within Glasgow Life, had been completed.

**10. Report by Director of Cultural Services**

**(1) Museums Collections - Disposal of Object noted and agreed.**

There was submitted a report by the Director of Cultural Services which recommended to the Board the disposal of items from the Collections under their responsibilities in respect of the Museums Acquisitions and Disposals Policy.

The report advised:

- (a) of a stained glass panel depicting an angel's head and tips of wings designed by Harrington Mann for J&W Guthrie which was held within the Collection; and
- (b) that following research it was understood that this had been collected in error by Glasgow Museums staff when the rest of the window had been acquired by Ely Stained Glass Museum in 1978.

After consideration the Board:

- (i) noted the compliance with the Museums Acquisitions and Disposals Policy;
- (ii) agreed to approve the disposal of items listed within Section 3 of the report; and
- (iii) agreed that the report be referred to Glasgow City Council for approval.

**11. 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.

## 12. **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 3 September 2014 at 10am, and would be followed by the AGM.