

**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 Media Suite, Emirates Arena,  
Glasgow on 26 March 2014 at 10am.

Present: Councillor Archie Graham (Chair)  
Mr Dilawer Singh  
Mr John McCormick  
Councillor Soryia Siddique  
Councillor Frank McAveety  
Sir Angus Grossart  
Dr Lesley Sawers  
Councillor Emma Gillan  
Mr Mel Young  
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, James Doherty, Media Manager, and Allan Drysdale, Liaison Officer, all Culture and Sport Glasgow, and Stephen Phillips, Burness Paull LLP.

Apologies: 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 Councillor David McDonald.

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

The minute of the previous meeting of 29 January 2014 was submitted and approved.

**4. Matters arising noted.**

With reference to the minute of 29 January 2014 and paragraph

10(3)(b) with regard to the level of funding for the Planned Investment Programme discussions were taking place with Glasgow City Council in relation to Glasgow Life managed properties outwith the Planned Investment Programme and reference to this was included in the Business and Service Plan at item 7(1).

**5. Minute of meeting of Audit Committee approved.**

There was submitted and approved the minute of the Audit Committee meeting held on 13 February 2014.

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

The Chair provided the meeting with a verbal report with regard to Board Members involvement in the Commonwealth Games 2014.

After consideration the Board noted that a paper detailing workstreams, activities and actions in respect of Board Members involvement in the Commonwealth Games would be drawn up and circulated.

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

The Chief Executive presented to the Board

- (1) Glasgow Life's Business and Service Plan for 2014/15 which set out
  - (a) the Company's key strategic priorities for 2014/15;
  - (b) the alignment of the Company's services to the themes set out within Glasgow City Council's strategic priorities, and our contribution to the city's Single Outcome Agreement;
  - (c) interventions which have been identified as the key drivers for change within the organisation, these being
    - Workforce Planning
    - Logic Modelling
    - Cultural Hubs
    - Customer Relationship Management (CRM)
    - Equalities Review
    - Energy Efficiency and Recycling
    - Income Generation;
  - (d) the changes which had taken place within the organisational structure including changes to corporate services, and a rebalancing of the roles and responsibilities

of the Leadership team, as well as the proposed review of the remainder of corporate services in 2014/15;

- (e) the financial context and planning for 2014/15 which included a reduction in the service fee from Glasgow City Council of £1.85m and how this will be managed whilst still meeting demand for more and better services into the future;
  - (f) the service priorities, targets and resources for 2014/15 within each service area;
  - (g) that during 2014/15 the Company's Performance Management Framework would be reviewed to ensure that all services contributed towards Glasgow Life's strategic objectives, whilst supporting the priorities of Glasgow City Council's Strategic Plan for 2012-17 and the city's Single Outcome Agreement;
  - (h) that Risk Management should be an integral part of the Company's management culture, and recent development of the risk management system would assist to ensure this is the case.
- (2) a report in relation to the Burrell Renaissance
- (a) which advised that the Burrell Collection (Lending and Borrowing) (Scotland) Bill had received Royal Assent on 24 February 2014;
  - (b) which detailed the recent progress with regard to the tour, the PR and Communications Strategy and the Burrell masterplan, along with the forthcoming launch at the Burrell of the "Made in China: an imperial Ming vase" tour in partnership with the British Museum;
  - (c) which informed that the next meeting of the Burrell Renaissance would take place on 11 April, and members of the Burrell family had been invited to meet the group prior to the meeting; and
  - (d) further heard a verbal update by Sir Angus Grossart in respect of his recent visit to America and feedback on meetings and engagements which had taken place, along with plans for future visits to continue dialogue with respect to sharing knowledge and raising the profile of the Burrell Collection.
- (3) a verbal report in relation to the Commonwealth Games 2014 – Ceremonies 2014 in which an overview was provided of the planning and organisation for the delivery of the Ceremonies 2014 programme.
- (4) a report in relation to the Equalities Review
- (a) which advised that two pieces of external research had been commissioned in relation to Glasgow Life's equalities performance;
  - (b) one of which was a general overview of service provision and assistance in providing a framework to develop detailed plans for each service area, which would be carried out by Sporting Equals;
  - (c) the other review stems from the recent staff survey whereby a significant percentage of those who identified themselves as disabled or from a minority ethnic background stated that they felt disadvantaged, and FMR Consultancy have been appointed to carry out further research into these findings; and

- (d) additionally the Chief Executive noted for the record that “staff are very clear about their roles and responsibilities in the organisation. The Board and Senior Management Team are in no way discriminatory to any minority population.

The new structure will allow focus and clarity, and a new post within HR Equalities, will ensure full compliance with the 2010 Act during recruitment and appropriate opportunities are available to those staff who consider themselves to have a disability to be more fully supported.”

After consideration the Board

- (i) with regard to the Business and Service Plan for 2014/15
  - (a) agreed to approve the Business and Service Plan for 2014/15 and the associated performance targets;
  - (b) the addition, under section 9.6 of the report, of a reference to the Tramway hosting the 2015 Turner Prize;
  - (c) that a report would come to a future meeting providing information on the age profile of staff across the company and within each service area; and
  - (d) that a report would be provided to a future meeting setting out the strategic approach being taken in relation to fundraising, sponsorship and development.
- (ii) 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 June 2014;
- (iii) with regard to the Commonwealth Games 2014 – Ceremonies 2014, noted the verbal update provided; and
- (iv) with regard to the Equalities Review, noted
  - (a) the content of the report and that a further report would be provided to the next meeting in June 2014; and
  - (b) that a report in respect of the Company’s Corporate Social Responsibility Policy would be provided to a future meeting.

## 8. Reports by Director of Finance and Governance

### (1) Financial update noted.

There was submitted a report by the Director of Finance which informed the Board of the Company’s financial performance to 14 February 2014 advising that

- (a) the overall position at Period 12 was a deficit of £2,621k which was a negative variance of £350k against budget;
- (b) overall income was £1,634k ahead of budget largely due to the continued strong performance of the Glasgow Club, and Operating Income overall was £280k ahead of budget;
- (c) overall expenditure had a negative variance of £1,984k, and that whilst there was a positive variance on employee costs of £1,021k this was offset by overspends in a number of areas; and

- (d) the CIC had a year to date profit of £1,658k which was £342k behind budget, this was due to the impact on venue hire and catering due to the closure of the Royal Concert Hall, however, the success of the Vettriano Exhibition was expected to assist in closing this gap.

After consideration the Board noted the financial position for Period 12.

**(2) Risk Register noted.**

There was submitted a report by the Director of Finance advising of the outcomes of the recent review of the risk register carried out in March 2014, and detailing 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 March 2014, and that the risk register was formally reviewed on a six-monthly cycle; and

**9. Reports by Chief Operating Officer**

**(1) A Vision for Glasgow Libraries agreed.**

There was submitted a report by the Chief Operating Officer which set out the rationale for initiating a visioning exercise to future-proof public library provision in Glasgow setting out

- (a) the challenges faced by public library authorities across the world and the different responses being taken with regard to these;
- (b) the changing demands on library services and how these demands are met;
- (c) a recommendation to convene a sub-group (Project Steering Group) of the Board to oversee the revisioning process, and the suggested components of this; and
- (d) details of proposed reports to the Project Steering Group, consultation process, and timescales for the process, with the provision of a final report by March 2015.

After consideration the Board agreed

- (i) the process for the review outlined in the report; and
- (ii) the establishment of a sub group (Project Steering Group) to oversee the review, comprising of the following membership:
  - John McCormick (Chair)
  - Dr Lesley Sawers
  - Councillor Archie Graham
  - Dr Bridget McConnell

**(2) Education Scotland Inspection – Smithycroft Learning Community noted.**

There was submitted a report by the Chief Operating Officer which updated the Board on the recent Education Scotland inspection of Community Learning and Development (CLD) in the Smithycroft area of the city which advised that

- (i) Education Scotland had carried out an inspection of CLD in the Smithycroft Learning Community in October 2013;

- (ii) Glasgow Life had a lead role on behalf of Glasgow City Council to support CLD planning and delivery on a partnership basis across the city; and
- (iii) Education Scotland evaluated key quality indicators to measure CLD provision and feedback from Smithycroft was rated either good or very good by inspectors.

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

**(3) Performance Report from 1 April 2013 to 28 February 2014 noted.**

There was submitted a report by the Chief Operating Officer

- (a) updating the Board on the Company's non-financial performance from 1 April 2013 to 28 February 2014;
- (b) advising that
  - (i) overall performance was exceeding target for all indicators; and
  - (ii) with regard to sickness and absence figures that these were recording an amber rating.

After consideration the Board noted the summary performance from 1 April 2013, including details on the Company's staffing levels and sickness absence.

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

**(1) Museums Acquisitions and Disposal Policy noted and agreed.**

There was submitted a report by the Director of Cultural Services which advised the Board of the renewal of Glasgow Museums Acquisitions and Disposal Policy in order to meet revised national standards for museums under the Museums Accreditation Standard.

After consideration the Board

- (a) noted the amendments made to the Museums Acquisitions and Disposal Policy; and
- (b) agreed that the report be referred to Glasgow City Council for approval as the governing body and legal owner of the Museums' collection.

**(2) Collections Agreement – 3<sup>rd</sup> Quarter 2013/14 noted and agreed.**

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

After consideration the Board

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

**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 25 June 2014 at 10am in the Riverside Museum.