

**Culture and Sport Glasgow (operating 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 Recital Room, City Halls, Candleriggs, Glasgow on 18 September 2019 at 10.30am.

Present: Councillor David McDonald (Chair)  
Councillor Michael Cullen  
Sir Angus Grossart  
Bailie Norman MacLeod (from Item 5)  
Iain MacRitchie  
Dr Bridget McConnell CBE  
Lee McConnell  
John McCormick  
Councillor Franny Scally  
Dilawer Singh MBE

Attending: Susan Deighan, Director of City Marketing and External Relations; Billy Garrett, Director of Sport and Events; Jill Miller OBE, Director of Cultural Services; and Allan Drysdale, Governance and Liaison Officer; all Culture and Sport Glasgow.

Apologies: Benny Higgins  
Professor Sir Anton Muscatelli  
Professor Lesley Sawers OBE

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

The Chair welcomed those present to the meeting.

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

**2. Apologies noted.**

The Board noted that apologies had been received from Benny Higgins, Professor Lesley Sawers, and Professor Sir Anton Muscatelli.

**3. Declarations of Interest noted.**

There were no declarations of interest made in relation to the agenda items being discussed.

**4. Minute of previous meeting approved.**

The minute of the previous meeting of 19 June 2019 was submitted for approval.

The Board agreed to approve the minute as a correct record.

**5. Matters arising noted.**

The Board noted the matters arising in relation to the following paragraphs:

8(i)&(ii) Charity Campaign update – it was advised that the presentation and associated materials had been circulated to Board Members by e-mail, and the Director of City Marketing and External Relations provided a verbal update in relation to the trial at the World Pipe Band Championships in which she reported that feedback from the event had been positive, and in general there was interested engagement, and it was noted that this was the first step of the wider fundraising campaign;

10(1) Chief Executive's update – it was informed that a further update in relation to future partnerships would be provided under the Chief Executive's update at Item 11(1); and

12(2)(ii) Glasgow Sport – Business Improvement Strategy – it was noted that the Budget Scrutiny and Planning Group had considered the options in relation to the football pricing policy on 9 July and a recommended option was presented at Item 13(1) on the agenda.

**6. Minutes of Budget Scrutiny and Planning Group meetings noted and agreed.**

The Minutes of the Budget Scrutiny and Planning Group meetings held on 9 July and 4 September 2019 were submitted for noting.

John McCormick reported on the most recent meeting and advised that the budget paper was considered at that meeting and it was the view that the budget options should be considered alongside the main strands of Glasgow City Council's (GCC's) strategy.

The Terms of Reference for the Budget Scrutiny and Planning Group had been amended slightly following the meeting and were presented for approval.

After consideration the Board:

- (i) noted the minutes of the Budget Scrutiny and Planning Group meetings held on 9 July and 4 September 2019; and
- (ii) agreed to approve the Terms of Reference of the Budget Scrutiny and Planning Group.

**7. Draft Minute of Health and Safety Sub-Committee noted.**

The draft minute of the Health and Safety Sub-Committee held on 28 August 2019 was submitted for information.

The Board noted the draft minute.

**8. Draft Minute of Audit Committee noted.**

The draft minute of the Audit Committee meeting held on 5 September 2019 was submitted for information.

Bailie MacLeod drew to the attention of the meeting that the Audit Committee had requested that the Board consider adopting Glasgow Life as the registered name of both the Company and the Charity, following discussion it was suggested that it may be more appropriate to consider this once further work on the partnership proposals had been developed.

The Board noted the draft minute and the suggestion proposed with regard to the registered name.

**9. Appointments and Office Bearers noted and agreed.**

There was presented a report which advised the Board of appointments required to existing vacancies on Glasgow Life Committees, and that a number of Independent Directors were due to stand down having reached the end of their term of appointment.

The Chief Executive advised that in addition to those detailed in the paper, there also existed a vacancy on the Audit Committee, and it was proposed that Councillor Franny Scally be appointed to the vacant position.

Bailie MacLeod requested that his dissatisfaction be recorded that his previously mooted suggestion of reconvening the Board meeting following the Annual General Meeting in order to appoint office bearers had not been followed up.

After consideration the Board:

- (i) agreed to appoint Councillor Michael Cullen and Iain MacRitchie as members of the Nominations Committee;
- (ii) agreed to appoint Councillor Franny Scally as a Director of Culture and Sport Glasgow (Trading) CIC;
- (iii) agreed to increase the membership of the Health & Safety Sub-Committee by one, and to appoint Dilawer Singh as a member;
- (iv) agreed to appoint Councillor Franny Scally as a member of the Audit Committee;
- (v) agreed that office bearers continue to carry out duties until officially re-appointed at the next Board meeting in November, and that this process would be reviewed going forward; and
- (vi) noted that Sir Angus Grossart, Professor Sir Anton Muscatelli, Benny Higgins, and John McCormick had reached the end of their term of appointment and would be considered by the Nominations Committee to be recommended for re-appointment.

## 10. Chair's update

### (1) Verbal update.

The Chair provided the meeting with a brief verbal update which included engagement which had taken place with cultural attachés who had visited Scotland during the Edinburgh Festival.

There was discussion at the meeting with regard to the opportunity for Glasgow to capitalise on the number of visitors to the Edinburgh Festival, with it being advised that consideration was being given among city partners to how this might be achieved.

Examples of both cultural and sporting events in Glasgow were offered and it was recognised that there existed an opportunity to raise the profile of these events in general.

After consideration the Board noted:

- (i) the verbal update by the Chair; and
- (ii) the request that a report on the promotion, marketing and engagement in respect of city events be provided to a future meeting.

### (2) Board Appraisal.

There was presented to the Board the findings of the recent review of Board Operations which had been carried out by GCC Internal Audit.

It was advised that the review had been undertaken in two parts, a self-assessment questionnaire issued to Board Members, and a review of the operation of the Board through examination of policies, procedures and minutes from Board meetings and relevant sub-committees.

The Audit Committee had considered this paper on 5 September 2019 and agreed to recommend to the Board that responses and timescales for implementation of the recommendations be completed once it had been considered by the Board.

After consideration the Board:

- (i) noted and agreed to accept the recommendations identified following the internal audit;
- (ii) agreed that the terms of reference for the Nominations Committee, along with Glasgow Life's other sub-committees would be presented for review and approval at the next meeting;
- (iii) agreed that supplementary guidance be drawn up with regard to attendance levels at Board meetings; and
- (iv) agreed that a model for annual self-appraisal of Board Members would be developed for approval by the Board.

## 11. Chief Executive's update

### (1) Verbal update.

The Chief Executive provided the Board with a verbal update during which she advised:

- (i) of the recent announcement that Glasgow will host COP26, the 26<sup>th</sup> annual United Nations Climate Change Conference in November 2020, which will attract in the region of 30,000 attendees over 2 weeks, with Glasgow being chosen following a competitive process across the UK;
- (ii) that with regard to budget planning, the approach was broadly similar as last year, although proposals had been developed to ensure these were presented in a more strategic manner;
- (iii) that engagement continued on the development of partnership proposals, at both national and local levels, and the Chief Executive of GCC would be invited to the next Board meeting to discuss the Council's approach.

After consideration the Board noted:

- (i) the verbal update by the Chief Executive; and
- (ii) that a report in relation to the international strategy for the city would be provided to a future meeting.

### (2) Burrell Renaissance noted.

There was presented a report which provided an update in relation to the Burrell Renaissance project, and covered key areas including fundraising, tour and exhibitions, building and design, and communications and marketing.

In response to a query on the ability to meet the remaining fundraising target, it was noted that in comparison with previous fundraising appeals, the campaign was progressing well, particularly as the public appeal was still to be launched.

Presentations had been given to the Heritage Lottery Fund and it was reported that they had been impressed with the progress, alongside the wider proposals for Pollok Park.

After consideration the Board noted:

- (i) the update provided in relation to progress with the Burrell Renaissance project;
- (ii) that further information on the development of Pollok Park would be provided to a future meeting; and
- (iii) that copies of the catalogue to support the Chinese Exhibition at Kelvingrove would be sent to Board Members.

## 12. Reports by Director of Finance and Corporate Services

### **(1) Culture and Sport Glasgow Statutory Accounts 2018/19 approved.**

The report and group financial statements for Culture and Sport Glasgow to 31 March 2019 were presented for consideration and approval.

The meeting was informed that these had been recommended for approval by the Audit Committee at their meeting on 5 September 2019.

After consideration the Board agreed to approve the report and group financial statements for Culture and Sport Glasgow to 31 March 2019.

### **(2) Financial update noted.**

There was presented a revised report to that previously circulated which informed the Board of the financial position to Period 5 (2 August 2019).

The report advised that the overall position at Period 5 showed a surplus of £32k, against a budgeted break even position.

After consideration the Board noted the financial position at Period 5.

### **(3) Budget Options 2019/20 to 2020/23 agreed.**

There was presented a report which provided the Board with an update on the 2020-23 budget process.

As noted previously in the agenda these options had been considered and discussed in detail by the Business Scrutiny and Planning Group at their meeting on 4 September.

After consideration the Board agreed the budget options which had been submitted to GCC on 27 August 2019.

### **(4) People update noted and agreed.**

A report was presented which provided the Board with an update in relation to industrial relations, the HR Scorecard, the roll out of a staff engagement survey, and progress on the implementation of job evaluation across Glasgow Life.

Bailie MacLeod requested that the Board officially put on record their thanks to staff for the services they deliver, and in this respect it was noted that the Annual Review had been circulated to staff with a message of thanks and appreciation from the Chief Executive.

In addition to this the Chair mentioned that he personally visits as many venues as possible to engage with staff and assist his understanding of the challenges they face.

With regard to the job evaluation process it was indicated that it should be recognised that this could be a stressful experience for the staff going through this and it is important that adequate support is in place.

After consideration the Board noted:

- (i) that across Glasgow Life there continues to be increased trade union activity, particularly in areas of proposed business change;
- (ii) that no reply has been received from Unite to the correspondence issued by the Board;
- (iii) that no reply has been received from the Joint Trade Unions to the correspondence issued by the Board;
- (iv) the roll out of a staff engagement survey across Glasgow Life; and
- (v) the update in relation to progress on the implementation of the job evaluation project.

**(5) Risk Register noted.**

There was presented a report which detailed to the Board the risks to Glasgow Life identified as being Very High/High Risks.

It was highlighted that this was the first time the report had been produced using the new risk management system, and further detail in terms of mitigating actions would be included going forward.

After consideration the Board noted the current risks to Glasgow Life which were identified as being in the Very High/High Risk category.

## 12. Reports by Director of Sport and Events

**(1) Football Pricing Policy noted and agreed.**

There was presented a report which outlined the proposal for Glasgow Life football pricing and programming for implementation from January 2020.

It was advised that this had been an extensive process and that significant consultation and background work had taken place prior to developing the proposals, and the Budget Scrutiny and Planning Group had considered options at their meeting in June and recommended the proposal in the report.

After consideration the Board:

- (i) noted the content of the report; and
- (ii) agreed to approve the implementation of changes to football pricing contained with the report with effect from January 2020.

**(2) Glasgow Sport - Business Improvement Strategy update noted.**

A report was presented which provided an update to the Board on the progress and current status of the Glasgow Sport Business Improvement Strategy which covered each of the main workstreams.

After consideration the Board noted the update provided in relation to the Business Improvement Strategy.

### 13. Reports by Director of City Marketing and External Relations

#### **(1) Brexit Risk Register and Business Continuity Plan noted.**

A report was presented which informed the Board of risks identified relating to Brexit and the Business Continuity Planning being undertaken.

After consideration the Board noted:

- (i) Glasgow Life's Brexit Risk Register as at 6 September 2019; and
- (ii) the Business Continuity Planning process being undertaken in relation to Brexit.

#### **(2) Climate Change Emergency – Glasgow Life Response noted and agreed.**

A report was presented which informed the Board how the City is responding to the Climate Change emergency, and provided examples of current best practice within Glasgow Life.

After consideration the Board:

- (i) noted GCC's Climate Change Emergency working group recommendations and Glasgow Life's best practice examples;
- (ii) noted that an action plan will be developed;
- (iii) noted that an annual update will be provided to the Board; and
- (iv) agreed that a short term working group be formed, with a membership comprising of Councillor Cullen, Councillor Scally, Lee McConnell and John McCormick.

#### **(3) Capital Programme update noted.**

A report was presented which updated the Board on the progress of projects included within the Capital Programme.

The report provided information in relation to the pitch refresh programme, community asset fund projects, GCC's Capital Programme including works to the People's Palace and Winter Gardens and the Mitchell Library, along with repairs being carried out across the Glasgow Life estate.

It was pointed out that in relation to the People's Palace, an expression of interest to the National Lottery Heritage Fund would be submitted directly, and no approval by GCC's City Administration Committee would be required, as referred to in the report.

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

#### **(4) Performance update noted.**

A report was presented which provided the Board with information on Glasgow Life's performance to 31 July 2019.

After consideration the Board noted the information provided in relation to performance.



**14. AOB and Date of Next Meeting noted.**

There being no further business, the Chair advised that the next meeting would take place on Wednesday 27 November.