

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 Commonwealth House, Albion Street, Glasgow on 17 December 2019 at 2pm.

Present: Councillor David McDonald (Chair)
Baillie Norman MacLeod
Iain MacRitchie
Dr Bridget McConnell CBE
John McCormick
Councillor Martin McElroy
Councillor Franny Scally

Attending: Susan Deighan, Director of City Marketing and External Relations; Jan Buchanan, Director of Finance and Corporate Services; 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: Councillor Michael Cullen
Sir Angus Grossart
Benny Higgins
Lee McConnell
Professor Sir Anton Muscatelli
Dilawer Singh MBE

1. Welcome, Notice and quorum noted.

The Chief Executive 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 Councillor Michael Cullen, Sir Angus Grossart, Benny Higgins, Lee McConnell, Professor Sir Anton Muscatelli, and Dilawer Singh MBE.

3. Appointment of Chairs agreed.

The Chief Executive advised that in terms of Article 73 of the Company's Articles of Association:

'Each office shall be held (subject to article 74) until the conclusion of the annual general meeting which next follows; a director whose period of office expires under this article may be re-appointed to that office under article 71 (providing he/she is willing to act).'

It was noted that the Annual General Meeting was held on 18 September 2019 and the Chair of the Board, required to be appointed.

Iain MacRitchie nominated Councillor David McDonald, and this was seconded by Bailie Norman MacLeod. The appointment was unanimously agreed by the Board.

Councillor McDonald at this point took the Chair for the rest of the meeting.

He advised that a Vice-Chair, as well as the Chairs of both the Audit Committee and the Health and Safety Sub Committee required to be appointed.

Councillor David McDonald nominated Sir Angus Grossart for the position of Vice-Chair, and this was seconded by John McCormick. The appointment was unanimously agreed by the Board.

In respect of the Chair of the Audit Committee, Dr Bridget McConnell nominated Bailie Norman MacLeod, and this was seconded by Iain MacRitchie. The appointment was unanimously agreed by the Board.

In respect of the Chair of the Health and Safety Sub Committee, John McCormick nominated Lee McConnell, and this was seconded by Councillor Martin McElroy. The appointment was unanimously agreed by the Board.

4. Declarations of Interest noted.

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

5. Appointments to Culture and Sport Glasgow (Trading) CIC

The Chair advised that following the resignation of Professor Lesley Sawers as a Director, it was necessary to appoint a Chair for the Board of Culture and Sport Glasgow (Trading) CIC, and it was further advised that Councillor Martin McElroy required to be appointed as a Director.

John McCormick nominated Iain MacRitchie, and this was seconded by Bailie Norman MacLeod.

The Board unanimously agreed to appoint Iain MacRitchie as Chair of Culture and Sport Glasgow (Trading) CIC, and agreed to appoint Councillor Martin McElroy as a Director of Culture and Sport (Trading) CIC.

6. Minute of previous meeting approved.

The minute of the previous meeting of 18 September 2019 was submitted for approval.

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

7. **Matters arising noted.**

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

9(v)

10(2)(ii) That the terms of reference for Glasgow Life's sub-committees were presented for approval at Item 8 on the agenda;

11(1)(iii) That the Chief Executive of Glasgow City Council was unable to attend this meeting, and would be invited to a future date;

11(2)(iii) That copies of the Chinese exhibition catalogue has been sent to Board Members.

8. **Committee Terms of Reference**

There was presented a report which highlighted that one of the recommendations of the recent Internal Audit into Glasgow Life Board Operations was that the terms of reference of Glasgow Life's Committees/Sub Committees be reviewed on an annual basis.

The relevant terms of reference had been reviewed by Glasgow Life's Senior Management Team and the Board were invited to consider whether these remained fit for purpose.

After consideration it was agreed to remit to each Committee to review its Terms of Reference before being referred back to the Board for approval.

9. **Chair's update**

(1) **Verbal update.**

The Chair provided the meeting with a verbal update, beginning by expressing his sincere thanks to Professor Lesley Sawers for her significant contribution as a Board Member over the years.

He advised that a number of events had taken place since the last meeting, including the Glasgow Life Annual Energy Awards Ceremony on 10th October, the largest ever Gaelic MOD, the UCI World Track Cycling, the Scottish Badminton Championships both in November, and the LEN European Short Course Swimming Championships at Tollcross in December.

Along with the Director of Sport and Events, he also visited Brussels to accept the nomination on behalf of Glasgow of European Capital of Sport for 2023.

After consideration the Board noted:

(i) the verbal update by the Chair; and

(ii) the suggestion that Board Members are provided with a regular update, on awards or events which the city has received.

10. Chief Executive's update

(1) Verbal update.

The Chief Executive provided the Board with a verbal report in relation to further development work with partners to investigate how we can drive change in the public sector, and look at different ways of working to address the challenges faced in delivering services.

It was reported that work was ongoing in various strands including action on specific projects around health improvement for example, as well as the development of proposals to access funding.

After consideration the Board noted the verbal update by the Chief Executive.

(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.

After consideration the Board noted the update provided in relation to progress with the Burrell Renaissance project.

11. Reports by Director of Finance and Corporate Services

(1) Budget update noted.

There was provided a verbal update by the Director of Finance and Corporate Services with regard to the budget setting process for 2020/21.

The Board noted the verbal update by the Director of Finance and Corporate Services.

(2) Financial update noted.

There was presented a revised report to that previously circulated which informed the Board of the financial position to Period 9 (22 November 2019).

The report advised that the overall position was a deficit of £264k against a budgeted break even position.

It was reported that the anticipated outturn at this period was an overall deficit of £1,356k, which was made up of three separate elements, prior year undeliverable savings, redundancy costs, and adverse variances. Discussions continued to take place with Corporate Finance in the City Council around the undeliverable savings and redundancy costs.

After consideration the Board noted the financial position at Period 9.

(3) 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 results of the Colleague Feedback Survey, progress on the implementation of job evaluation across Glasgow Life, and the proposed enhancements in relation to the Parental Bereavement (Leave and Pay) Act 2018.

After consideration the Board:

- (i) noted that across Glasgow Life there continues to be increased trade union activity, particularly in areas of proposed business change;
 - (ii) noted the information specified in the People Scorecard including the attendance and employee relations data;
 - (iii) noted the results of the Colleague Feedback Survey and actions being taken across Glasgow Life;
 - (iv) noted the update on the implementation of the Job Evaluation Project; and
 - (v) agreed to approve the recommendations to enhance the existing leave arrangements in advance of the implementation of the Parental Bereavement (Leave and Pay) Act 2018 in April 2020.
- (4) **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 reported that the only notable changes since the previous Board meeting was increases in the scoring of the risks in relation to compliance with statutory property legislation, and changes to grants awarded as a result of the new GCC Communities Fund, which had both increased in probability.

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

(5) **Property Supplemental Agreement agreed.**

There was presented to the Board the draft supplemental agreement between Glasgow Life and Glasgow City Council with regard to properties leased which sought the Board approval.

It was highlighted that the funding agreement was still being finalised, however, there was the potential for ring fenced maintenance money for the buildings within the scope.

After consideration the Board:

- (i) agreed to approve the terms of the draft Supplemental Agreement;
- (ii) noted the Letter of Comfort from Glasgow City Council; and
- (iii) agreed to authorise the Director of Finance and Corporate Services to sign a Supplemental Agreement with Glasgow City Council in the form of that presented with such non-material amendments as the Director of Finance and Corporate Services deems appropriate.

12. Reports by Director of City Marketing and External Relations

(1) **Performance update noted.**

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

It was highlighted that performance was meeting or exceeding target across all measures.

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

(2) Capital Programme update noted.

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

The paper detailed progress on the pitch refresh programme, projects within the community asset fund, and GCC's capital programme.

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

(3) Brexit Risk Register noted.

A report was presented which informed the Board of risks identified relating to Brexit.

It was highlighted that due to an error the risks rated as Very High had not been included in the Risk Register which was appended to the report.

After consideration the Board agreed that the complete report be resubmitted to the next Board meeting for information.

13. Report by Director of Sport and Events

(1) 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.

14. Report by Director of Cultural Services noted and agreed.

(1) Collections Agreement Annual Report noted and agreed.

There was presented the Collections Agreement Annual Report for the period 1 April 2018 to 31 March 2019.

The Board noted the Collections Agreement Annual Report and agreed that it be referred to Glasgow City Council for information.

15. Meeting Dates for 2020 noted and agreed.

It was agreed that the Board Meeting scheduled for the 30 January would be used for a meeting of the Budget Scrutiny and Planning Group.

The dates for 2020 were noted as followed:

- Wednesday 25 March
- Wednesday 17 June

- Wednesday 16 September
- Wednesday 25 November