

## ITEM 5

**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 via Videoconference on 8 September 2021 at 9.30am.

Present: Councillor David McDonald (Chair)  
Councillor Eva Bolander  
Professor John Brown CBE  
Bailie Annette Christie  
Councillor Laura Doherty  
Iain MacRitchie  
Dr Bridget McConnell CBE  
Lee McConnell  
John McCormick  
Councillor Frank McAveety  
Siobhan Nairn

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; Lynda Campbell, Head of Business and Strategy; Angela Milloy, Head of Finance, IT and Retail; Alex Harvie, Head of Marketing and Communications; and Allan Drysdale, Governance and Liaison Officer; all Culture and Sport Glasgow.

In attendance for Item 8(1) only: Annemarie O'Donnell, Chief Executive; Martin Booth, Executive Director of Finance; and Elaine Galletly, Director of Legal and Administration; all Glasgow City Council.

Apologies: Sir Angus Grossart  
Professor Sir Anton Muscatelli  
Dilawer Singh MBE

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

Councillor McDonald welcomed those present to the meeting and having noted that the relevant notice had been issued and a quorum was present, the Board agreed to proceed to business as hereinafter minuted.

He welcomed Bailie Annette Christie who was attending her first meeting following re-appointment to the Board. Bailie Christie responded in suitable terms.

**2. Apologies noted.**

The Board noted that apologies had been received from Sir Angus Grossart, Professor Sir Anton Muscatelli, and Dilawer Singh MBE.

**3. Declarations of Interest noted.**

There were no declarations of interest notified.

**4. Appointments agreed.**

The Chair informed the meeting of appointments which were required to be considered, following which the Board agreed:

- (i) to appoint Bailie Annette Christie as a Director of Culture and Sport Glasgow (Trading) CIC;
- (ii) to endorse the appointment of Bailie Christie as a member of the Audit Committee, as previously agreed by Board Members via email; and
- (iii) that the Office Bearers continue to carry out the duties of their respective posts until they are officially re-appointed at the next Board Meeting in November.

**5. Minute of Previous Meeting held on 16 June 2021 approved.**

The minute of the previous meeting held on 16 June 2021 was presented for approval.

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

**6. Matters Arising noted.**

It was noted that there were no matters arising from the previous meeting not already covered on the agenda.

**7. Chair's update noted.**

The Chair indicated that there were no particular items of business which he wished to raise which weren't on the agenda.

**8. Reports by the Chief Executive**

**(1) GCC Family Review – Glasgow Life noted.**

There was presented a report which informed the Board of the proposed review of Glasgow Life to be carried out by Glasgow City Council (GCC).

The Chair welcomed the Chief Executive of GCC, along with the Executive Director of Finance, and the Director of Legal and Administration, to the meeting for discussion of this item.

Dr McConnell introduced the paper highlighting the purpose of the review and the action plan set out within the report, noting that this was an opportunity to re-evaluate the purpose of Glasgow Life. She further noted that GCC recognised that there were two parallel reviews being undertaken, separately by GL and GCC, and although both committed to working together, it should be acknowledged that both are separate entities.

Annemarie O'Donnell set out the context, noting that since the formation of GL in 2007, significant changes to the service agreement with GCC had taken place. She also recognised that following the pandemic and the resulting financial and societal crisis, that there was a requirement to evaluate which services would be needed most across the city, and the importance of clarity and stability for service users and staff in the longer term. In terms of the reviews she posed to the Board what their perspective would be on what GL's offer to the city was.

Dr McConnell responded requesting clarity that a proposition was being sought from the GL Board in terms of what it could deliver to the city. Annemarie O'Donnell replied that as GL deliver services to customers and service users, they are better placed to decide where the most effective impact is, or where perhaps others could deliver better, highlighting the People Make Glasgow Communities initiative, and the move towards community empowerment in which GL's input would be vital.

Elaine Galletly advised that as this was a review of a charity, there were other factors to be taken into account, and GCC would be seeking advice from external experts on charity law, as well as the support of GCC's internal Governance and Audit teams, along with following the guidance available from Audit Scotland. She stressed that there was recognition that GL is a separate entity from GCC, with their own governance structures and decision making processes, and whilst there existed a service agreement, decisions on delivery were very much devolved.

She added that, with regard to the governance structure of the review, any division between the two governance groups would be considered by GCC's City Administration Committee.

The Chair enquired with regard to timescales that it would be helpful to get an idea for the length of the process in general. He also urged caution around some of the language used in the paper, such as 'justification'.

In response Elaine Galletly advised that in general the timescale would be around 6-9 months, however, the local government elections may impact on this.

Martin Booth added a reassurance to the Board that the high level business case for GL was very strong with regard to savings for GCC, and the ability to deliver capital projects such as the Burrell for example.

Siobhan Nairn suggested it was important to ensure that the review acknowledged the intangible benefits of being a charity, and the ability to engage with partners and communities in a unique way. It was recognised by the GCC officers present that this was an aspect they were keen to capture as part of the review, and they would be looking for GL to provide relevant information and examples.

The emphasis on fact based decision making was questioned suggesting that it should be evidence based, and queried how option appraisal and risk assessment was being incorporated into the process. Elaine Galletly responded advising that GCC would be following the HM Treasury Green Book process, which includes risk assessment.

It was further queried to what extent GL would be involved in the risk assessment process, and suggested this should be jointly co-produced. In response Elaine Galletly advised that GL would be involved in the governance process, however, it would be GCC's business case with input from GL.

Dr McConnell suggested that it may be useful for the Future Planning and Scrutiny Subcommittee to turn some of its focus on to considering the review as part of its work,

After consideration and discussion, the Board noted the information detailed within the report including the proposed approach, timeline and the terms of reference set out in Appendix 1, and that the Board would be kept informed as the review process progressed.

**(2) Vision, Mission, Purpose – Presentation noted.**

There was delivered a presentation by the Director of City Marketing and External Relations, and the Head of Marketing and Communications, which informed the Board of the output from a recent review of Glasgow Life's Vision, Mission and Purpose, and also proposed changes to branding across the organisation.

During discussion the proposals were broadly well received as a good starting point for developing and streamlining the brand.

There was some unease expressed regarding some of the language used, particularly in relation to certain audiences and staff. It was highlighted that an effort had been made to simplify and apply consistency to language, and internal guidance would be produced to assist in applying the appropriate tone.

It was noted that there was a recognition that the impact of the organisations services was a very effective way to tell individual stories, particularly from a fundraising aspect.

After discussion and consideration the Board noted the content of the presentation and agreed the general direction being taken.

**(3) Delegated Authority noted and agreed.**

There was presented a report which asked the Board to consider and agree if appropriate to extend the period of delegated authority to the Chief Executive and the Chair to take decisions as required. The paper also provided an update in relation to approvals taken under delegated authority.

After consideration the Board:

- (i) agreed to extend the period of delegated joint authority to the Chair and Chief Executive to take any decisions as required on their behalf during the current pandemic situation until the Board meeting on 24 November 2021, with any decisions taken being reported to the Board retrospectively;
- (ii) noted the information provided in relation to the actions and approvals taken under delegated authority.

**(4) Scottish Government Covid Recovery Consultation noted.**

There was presented a report which informed the Board that Glasgow Life have been invited to input into the City Council's corporate response to the Scottish Government's consultation on Covid recovery, which was launched on 17 August 2021.

After consideration the Board noted that Glasgow Life have been invited to input to the City Council's corporate response to the Scottish Government's consultation on Covid recovery.

**(5) Burrell Project update noted.**

The Board were presented with a report which updated them on the progress regarding the Burrell refurbishment project and preparations for the opening.

It was noted that the announcement of the opening in March 2022 announcement had taken place on 3 September in a series of media releases across key sectors, as well as social media.

The report also provided an update on the building progress and fitout, as well as plans around pre and post opening events, and community engagement.

After consideration the Board note the progress of the Burrell project and associated workstreams, and the latest Burrell Recovery report.

**10. Reports by Director of Finance and Corporate Services**

**(1) Culture and Sport Glasgow Statutory Accounts to 31 March 2021 agreed.**

There was presented to the Board for consideration and approval the Report and Group Financial Statements for Culture and Sport Glasgow to 31 March 2021.

It was advised that the Audit Committee at their meeting on 3 September had considered the Financial Statements and agreed to recommend to the Board for approval.

The Director of Finance and Corporate services informed the Board that it was proposed that the presentation of future accounts would change to align more closely with the annual performance report.

After consideration the Board agreed to approve the Report and Group Financial Statements for Culture and Sport Glasgow to 31 March 2021.

**(2) Financial update noted.**

There was presented a report which provided the Board with an update on financial results for the period 1 April 2021 to 30 July 2021 and year end forecast to 31 March 2022.

The Director of Finance and Corporate Services informed that the figures were slightly ahead of budget as a result of income being better than anticipated, and one off income mainly related to Covid support.

After consideration the Board noted the results to 30 July 2021, and the full year forecast to 31 March 2022.

**(3) People Strategy update noted.**

There was presented a report which updated the Board on ER/VR activity within the Grade 8-11 cohort, a revised senior management structure, workforce planning, the Coronavirus Job Retention Scheme, and trade union activity relating to workforce change.

After consideration the Board noted:

- (i) the outcome of the ERVR activity within Grade 8-11 senior managers;
- (ii) the implementation of a revised senior management structure and current workforce planning activity; and

- (iii) the ongoing investment Glasgow Life continues to make in its industrial relations and trade union relationships.

**(4) People Update noted.**

There was presented a report which provided an update on industrial relations between Glasgow Life and the Trade Unions, the People Scorecard for the period to 3 July 2021, and Glasgow Life attendance at the Glasgow City Council Workforce Board.

After consideration the Board noted:

- (i) that across Glasgow Life there continues to be trade union activity;
- (ii) the information specified in the People Scorecard including the attendance and employee relations data; and
- (iii) the attendance of Glasgow Life representatives at the Glasgow City Council Workforce Board.

**(5) Risk Register noted.**

There was presented a report which provided information on the risks to Glasgow Life in the current period which had been identified as being in the Very High/High risk category.

The report advised that there were 21 risks identified as being in the Very High (17)/High (4) category. The most recent review of risks took place in July/August 2021. Three new risks had been identified, which all relate to COP26: Glasgow and Glasgow Life's reputation, Unforeseen costs, and Staffing, and two risks in relation to Sport Income Targets, and Venue Hire for Commercial Concerts, had seen a reduction in scoring.

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

**(6) Capital Programme noted.**

There was presented a report which provided the Board with an update on progress of projects included in the Capital Programme.

After consideration the Board noted:

- (i) that works and projects continue on a range of fronts with increasing support from the main contractor and other stakeholders, and that Glasgow Life is beginning to experience increased costs and programme issues due to supply chain and resourcing problems, however, this continued to be worked through on an individual project basis; and
- (ii) that work also continues to support the city wide priorities of PMGC and asset management, along with realising requirements needed to support COP26.

## **11. Reports by Director of Sport and Events**

**(1)(i) Live Well Health and Wellbeing Strategic Approach noted and agreed.**

A report was presented which outlined to the Board Glasgow Life's Live Well Health and Wellbeing strategic approach which would guide Glasgow Life's re-organisation around this area of work.

After consideration the Board:

- (i) agreed that the key themes and core principles set out within the paper are to guide further development of Glasgow Life's Live Well strategic health and wellbeing approach;
- (ii) noted Glasgow Life's Live Well health and wellbeing strategic approach provides the framework in which the Community Referral model is managed and delivered; and
- (iii) noted that further detail on the progress of the Live Well Community Referral model has been provided in a separate report.

**(1)(ii) Live Well Community Referral Model – Progress report noted.**

There was presented a report which provided an update to the Board with progress on the development of the Live Well Community Referral model.

After consideration the Board noted the progress on development of the Live Well Community Referral Model.

**(2) COP26 Update noted.**

The Board were presented with an update on the work of Glasgow Life's cross service area team supporting the successful delivery of COP26 for the city.

It was highlighted that in principal Glasgow Life should not be financially impacted by COP26 and work was taking place with the City Council to ensure any costs or loss of income were captured within the figure to be reclaimed from the UK Government.

After consideration the Board noted the update on Glasgow Life's support of the successful delivery of the COP26 event.

**12. Report by Director of City Marketing and External Relations**

**(1) Performance update noted.**

The Board were presented with a report which provided them with information on the summary of performance from 1 April 2020 to 31 July 2021.

The Director of City Marketing and External Relations advised that the report reflected the reporting requirements to Glasgow City Council and mainly focussed on numbers. She suggested that, following previous discussion, it may be beneficial to change the format of the report going forward to capture the impact and stories of the services Glasgow Life provides.

After consideration the Board noted the update in relation to performance.

**13. Future Meeting Dates noted.**

The Board noted that the next meeting was scheduled for 24 November.