

**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 Tollcross International Swimming Centre, Glasgow on 7 September 2016 at 10am.

Present: Councillor Archie Graham OBE (Chair)  
Lee McConnell  
Dilawer Singh MBE  
Mel Young  
John McCormick  
Amanda McMillan  
Professor Anton Muscatelli  
Sir Angus Grossart (by telephone)  
Councillor Emma Gillan  
Councillor David McDonald  
Dr Bridget McConnell CBE

Attending: Susan Deighan, Chief Operating Officer; Martin Booth, Director of Finance and Governance; Jill Miller, Director of Cultural Services; James Doherty, Communications Manager; and Allan Drysdale, Governance and Liaison Officer; all Culture and Sport Glasgow, and Graeme Palmer, Director, Burness Paull LLP (left meeting after Item 7.1)

Apologies: Professor Lesley Sawers  
Councillor Soryia Siddique  
Councillor Helen Stephen

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

The Chair welcomed all those present to the meeting.

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 Professor Lesley Sawers, Councillor Helen Stephen, and Councillor Soryia Siddique.

### **3. Culture and Sport Glasgow (Trading) CIC agreed.**

There was submitted a report which advised the Board of proposals to alter the Articles of Association for Culture and Sport Glasgow (Trading) CIC to revise membership of its Board which will mean a membership of not less than 7 and subject to a maximum of 14 (new Article 49) and that membership will only be open to directors of the holding company (Article 50.1 )

After consideration the Board agreed to:

- (i) to alter the Articles of Association of Culture and Sport Glasgow (Trading) CIC in line with the adjustments outlined in the report; and
- (ii) that the written resolution be signed accordingly.

### **4. Appointment of Directors**

There was submitted a report which informed the Board that Glasgow City Council had agreed to appoint Amanda McMillan and Professor Anton Muscatelli as Independent Directors of Culture and Sport Glasgow, the report also asked the Board to appoint an Independent Director to the Nominations Committee.

After consideration the Board:

- (i) noted the appointments of Independent Directors;
- (ii) agreed to appoint Amanda McMillan and Professor Anton Muscatelli as Directors of Culture and Sport Glasgow (Trading) CIC; and
- (iii) agreed to appoint Professor Anton Muscatelli to the Nominations Committee.

### **5. Minute of previous meeting approved.**

The minute of the previous meeting of 15 June 2016 was submitted and approved as a correct record.

### **6. Matters arising noted.**

There were no matters arising from the minute of 15 June 2016.

### **7. Chief Executive's update**

#### **(1) Culture and Sport Glasgow and Glasgow City Marketing Bureau Integration noted and agreed.**

There was submitted a report by the Chief Executive which updated the Board on progress and the associated timetable with regard to the next steps for the integration of Glasgow Life and GCMB.

After consideration the Board:

- (i) agreed to approve the proposed new charitable objective;
- (ii) noted the discussions that are planned with OSCR;

- (iii) agreed that the CIC and Charity Boards continue to have the same membership;
- (iv) noted the proposal to engage with Glasgow Chamber of Commerce to develop and implement a business engagement strategy around the implementation of the tourism and visitor strategy and the city events programme; and
- (v) noted that through the branding work underway, a clear narrative around the GCMB functions, i.e. Glasgow Conventions Bureau, Glasgow City Marketing, and Glasgow Events will be developed as part of the integration activity.

**(2) The Burrell Collection noted.**

There was submitted a report which provided the Board with an update on the progress with regard to the Burrell Renaissance and the Capital Programme.

The Board heard from Sir Angus Grossart who fed back on discussions at the most recent meeting of the Burrell Renaissance.

After consideration the Board noted the update and that a further report would be provided to the next meeting.

**(3) Homeless World Cup 2016 noted.**

There was submitted a report which provided an update on the Homeless World Cup 2016 tournament and legacy project.

After consideration the Board noted the information contained within the report and the accompanying video.

**(4) European Championships 2018 noted.**

The Board were provided with a verbal update in relation to progress with regard to the European Championships 2018.

The Board noted the information provided within the verbal update.

**(5) Transforming Glasgow noted.**

The Board were provided with a verbal update in relation to the Transforming Glasgow programme.

The Board noted the information provided within the verbal update.

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

**(1) Culture and Sport Glasgow Statutory Accounts 2015-16 noted and agreed.**

The Director of Finance submitted the draft accounts and draft reports of the directors and auditors for the financial year ended 31 March 2016 and advised that these had been considered by the Audit Committee who had agreed to recommend them to the Board for approval.

After consideration, the Board agreed to approve the accounts and the reports of the directors and auditors for the financial year ended 31 March 2016.

## **(2) Employee Relations update noted and agreed.**

There was presented a report which updated the Board on agreed actions, following the review of key employment policies and procedures, specifically Disciplinary, Grievance and Appeals.

After consideration the Board:

- (i) noted the progression against previously agreed recommendations and enhancements to Glasgow Life's Disciplinary, Grievance and Appeals policies and procedures;
- (ii) noted the recommendations made by GCC Legal with specific reference to the recent Employment Tribunal; and
- (iii) agreed to receive a further report in the New Year once recommendations had been implemented.

## **(3) Financial update**

There was presented a report which advised the Board of the Company's financial performance to 5 August 2016 which advised that

- (i) the overall position for period 5 was a surplus of £2, 685k, against a budgeted surplus of £2,980k, which was a negative variance of £295k for the Company;
- (ii) overall income was £649k behind budget, largely as a result of Sport Operating Income, and consultants have been engaged to assist in meeting their income targets;
- (iii) overall expenditure had a positive variance of £354k, largely as a result of an underspend on supplies and services;
- (iv) the CIC had a year to date profit of £540k which was £184k behind budget.

After consideration the Board noted the information provided in relation to the Company's financial performance.

## **(4) Risk Register**

There was submitted a report which detailed to the Board the current top 5 risks to the Company, and it was highlighted that these had not changed since the last meeting.

After consideration the Board noted that the risk register was formally reviewed on a 6 monthly cycle and that the report reflected the top 5 risks to the Company as at September 2016.

## **9. Report by Director of City Marketing and External Relations**

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

There was presented a report which provided the Board with information on the summary of performance from 1 April 2016 including details of the Company's staffing levels and sickness absence.

The report highlighted that all targets were being met or exceeded, with the exception of the level of sickness absence across the company, and the report advised that the People Strategy

and Resource team would continue to work closely with line managers and Occupational Health on a case management basis to support both the management of long term sickness and reduction of short term absence.

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

#### **10. Report by Director of Sport and Infrastructure**

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

There was submitted a report which updated the Board on progress with projects involved in the Capital Programme.

The report covered developments at the Kelvin Hall, Knightswood BMX Track, Tollcross International Swimming Centre, North Kelvinside Football Facility, and Scotstoun Stadium.

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

#### **11. 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 23 November 2016.