

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 Education Suite, Kelvingrove Art Gallery and Museum, Glasgow on 26 November 2013 at 10am.

- Present: Councillor Archie Graham (Chair)
Mr Dilawer Singh
Mr Mel Young
Mr John McCormick
Councillor Soryia Siddique
Councillor Frank McAveety
- Attending: Susan Deighan, Depute Chief Executive, Martin Booth, Director of Finance, Ian Hooper, Director of Sport and Special Projects, Jill Miller, Director of Cultural Services, Mark O'Neill, Director of Policy and Research, Lynda Campbell, Business Support Manager, and Allan Drysdale, Liaison Officer, all Culture and Sport Glasgow.
- Apologies: Sir Angus Grossart, Dr Lesley Sawers, Councillor Emma Gillan, Councillor David McDonald and Dr Bridget McConnell.

1. Appointment of Chair agreed.

In terms of Article 73 of the Company's Articles of Association it was noted that Councillor Archie Graham had vacated office as Chair of the Company at the conclusion of the company's AGM on 3 September 2013.

Mel Young, seconded by Councillor Soryia Siddique, moved that the Board re-appoint Councillor Archie Graham as Chair of the Board. The Board unanimously agreed.

2. 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.

Councillor Graham welcomed John McCormick to his first Board meeting and Mr McCormick responded in suitable terms.

3. **Apologies noted.**

The Board noted that apologies had been received from Sir Angus Grossart, Dr Bridget McConnell, Councillor Emma Gillan, Councillor David McDonald and Dr Lesley Sawers.

4. **Appointment of Directors and minute of meeting of Nominations Committee noted and agreed.**

The Board

- (1) noted the minute of the meeting of the Nominations Committee held on 16 October 2013, which recommended to Glasgow City Council (GCC) the re-appointment of Sir Angus Grossart; and
- (2) noted that GCC had agreed to
 - (a) re-appoint Sir Angus Grossart as an Independent Director, and a written notice from the Council, to that effect, was tabled;
 - (b) appoint Councillor David McDonald as a Partner Director, and a written notice from the Council, to that effect, was tabled;
 - (c) re-appoint Councillor Archie Graham and Councillor Emma Gillan as Partner Directors and a written notice from the Council, to that effect, was tabled; and
 - (d) appoint John McCormick as an Independent Director, and a written notice from the Council, to that effect, was tabled.
- (3) agreed to appoint Councillor David McDonald and John McCormick as Directors of Culture and Sport Glasgow (Trading) CIC.

5. **Appointment of Chair and Membership of Audit Committee agreed.**

There was submitted a report regarding the appointment of the Chair and membership of the Audit Committee advising that in terms of Article 73 of the Company's Articles of Association Councillor Soryia Siddique had vacated office as Chair of the Audit Committee at the conclusion of the company's AGM on 3 September 2013.

After consideration the Board

- (1) unanimously agreed to re-appoint Councillor Soryia Siddique as Chair of the Audit Committee; and
- (2) approved the appointment of Dr Lesley Sawers as a member of the Audit Committee.

6. **Minute of previous meeting approved.**

The minute of the previous meeting of 3 September 2013 was submitted and approved.

7. **Matters arising noted.**

With reference to the minute of 3 September 2013 and paragraphs

- 5(1)(a)(ii) a report in relation to the Burrell Renaissance was included at item 9(1) of the agenda;

- 5(2)(b)(ii) a report in relation to Sport Readiness in respect of the 2014 Commonwealth Games was included at item 11(1) of the agenda;
- 5(3)(c)(ii) the correspondence from the Chief Executive with regard to the enquiry by King's College, London into the linkage between culture and sport had been circulated to the Board for information, and further to this Dr Bridget McConnell had been invited to join the panel and that a copy of the final report from the enquiry would be circulated to Board members;
- 7(1)(ii) the Collections Agreement Annual Report had been forwarded to Glasgow City Council for information.

8. Report by the Chair noted and agreed.

There was submitted a report by the Chair which informed the Board of feedback and recommendations as a result of the recent one to one appraisal meetings between the Chair and Board Members.

Following consideration the Board

- (1) noted the feedback and recommendations as a result of the recent one to one meetings; and
- (2) agreed that the Chair works with the Depute Chief Executive prepare an action plan in response to the recommendations received for the next meeting of the Board, followed by a progress report six months thereafter.

9. Update by the Chief Executive noted and agreed.

In the absence of the Chief Executive, the Depute Chief Executive updated the Board on a number of issues which included

- (1) a report in relation to the Burrell Renaissance which
 - (a) advised that the Scottish Parliament on 21 November agreed to the general principles of the Burrell Collection (Lending and Borrowing) (Scotland) Bill and that it should proceed as a Private Bill; and
 - (b) provided an update on the meeting of the Burrell Renaissance on 13 September and the areas considered which included the Burrell Tour, appointment of PR Consultants, appointment of Masterplanning Consultants and Project Governance.
- (2) a report in relation to the 2014 Commonwealth Games Events Legacy which was one of the five key Legacy areas within the City's Legacy Framework; and
- (3) a verbal update on recognition for the success of the Macmillan Cancer Support services delivered in Glasgow Libraries, including the Evening Times Community Champion Award (North West), and the recent award to Morven Maclean, Macmillan Volunteer Co-ordinator who won the Macmillan Professionals Award for Innovation Excellence.

After consideration the Board

- (a) with regard to the Burrell Renaissance, noted that the Scottish Parliament had agreed to the general principles of the Burrell Collection (Lending and Borrowing) (Scotland) Bill and that it should proceed as a Private Bill, and further noted the update on the recent meeting of the Burrell Renaissance;
- (b) with regard to the Commonwealth Games 2014 Events Legacy, noted the information set out in the report and that a future programme of reports in relation to Glasgow Life's role in the delivery of the Games would follow in 2014; and
- (c) with regard to Macmillan Cancer Support services, noted the verbal update in respect of the recent recognition received for the services provided in conjunction with Glasgow Libraries.

10. Reports by Director of Cultural Services

(1) Glasgow Life and Learning noted.

There was submitted to the Board a report, supported by a presentation, which was recently presented to GCC's Operational Delivery and Scrutiny Committee which detailed the role Glasgow Life has in leading and delivering community learning in the city.

After consideration the Board noted

- (a) the content of the report and accompanying presentation;
- (b) the associated Briefing Paper on Learning, and the Case Studies report which were included as appendices; and
- (c) that a report would come back to the Board on the future vision for Glasgow Libraries.

(2) Collections Agreement – 1 April to 30 September 2013 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;
- (b) agreed that the report be referred to GCC for information; and
- (c) noted the request by the Chair for a briefing in respect of environmental conditions at Glasgow Museums Resource Centre.

11. Reports by Director of Sport and Special Projects.

(1) 2014 Commonwealth Games - Sport Readiness Project noted.

There was submitted a report by the Director of Sport and Special Projects which informed the Board of preparations for the handover of nine Glasgow Life venues to the Organising Committee in readiness for the 2014 Commonwealth Games.

After consideration the Board noted

- (a) the information provided in relation to preparations for the handover of nine Glasgow Life venues to the Organising Committee in readiness for the 2014 Commonwealth Games; and
- (b) that a briefing would be circulated to the Board to inform and update them in respect of the handover of venues.

(2) Capital Programme update noted.

There was submitted a report by the Director of Sport and Special Projects informing the Board of progress on projects included in the Capital Programme.

After consideration the Board noted

- (a) the update on projects included in the Capital Programme; and
- (b) that a presentation on the Kelvin Hall redevelopment would be provided to a future meeting of the Board.

12. Reports by Director of Finance

(1) Business Continuity Plan noted.

There was submitted a paper which reported back to the Board the ongoing development of the Business Continuity Plan as a result of the test and review programme.

After consideration the Board noted the development of the Business Continuity Plan following the test and review programme.

(2) Financial update noted.

There was submitted a report by the Director of Finance which informed the Board of the Company's financial performance to 25 October 2013 advising that

- (a) the overall position at Period 8 was a deficit of £1,703k which was a negative variance of £377k against budget;
- (b) overall income was £1,229k ahead of budget which was largely as a result of a strong performance from the Glasgow Club, and Operating Income overall was £521k ahead of budget;
- (c) overall expenditure had a negative variance of £1,605k, and that whilst there was a positive variance on employee costs there was an overspend of £468k on Glasgow Sport employee costs, which was expected to reduce throughout the year; and
- (d) the CIC had a year to date profit of £1,221k which was £176k behind budget, however, the Jack Vettriano Exhibition at Kelvingrove was performing exceptionally well and it was expected this would assist the CIC in getting back on target.

After consideration the Board noted the financial position for Period 8.

(3) 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 November 2013, 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 November 2013, and that the risk register was formally reviewed on a six-monthly cycle.

13. Reports by Depute Chief Executive

(1) Board Directors and Charity Trustees Duties noted and agreed.

There was submitted a report by the Depute Chief Executive in relation to legal obligations of Board Directors and Charity Trustees which advised that in order to ensure that these obligations are met the Board meeting on 29 January 2014 would revisit the roles and responsibilities of the Board.

After consideration the Board noted and agreed the proposals as set out in the report.

(2) Performance Report from 1 April 2013 noted.

There was submitted a report by the Depute Chief Executive

(a) updating the Board on the Company's non-financial performance from 1 April 2013;

(b) advising that

(i) overall performance was exceeding target for all indicators;

(ii) all targets in respect of 2014 Commonwealth Games Legacy Themes were on track and meeting target; and

(ii) with regard to sickness and absence figures, the Depute Chief Executive and the HR Manager were meeting with managers in service areas where absence figures were a cause for concern to discuss the management of attendance.

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

(3) Human Resources Update noted.

The Depute Chief Executive provided a verbal update verbal report on Human Resources which advised of ongoing dialogue with the Joint Trade Unions regarding staffing arrangements for the 2014 Commonwealth Games and the allocation of leave for staff in the lead up to the Games.

After consideration the Board noted the update provided in relation to Human Resources.

14. AOB

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 January 2014 at 10am.