

**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 at The Burrell Collection on 24 November 2021 at 10am.

Present: Councillor David McDonald (Chair)  
Councillor Eva Bolander  
Professor John Brown CBE  
Councillor Laura Doherty  
Iain MacRitchie  
Dr Bridget McConnell CBE  
Lee McConnell  
John McCormick  
Councillor Frank McAveety (part meeting)  
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; Alex Harvie, Head of Marketing and Communications; and Allan Drysdale, Governance and Liaison Officer; all Culture and Sport Glasgow.

Apologies: Bailie Annette Christie  
Sir Angus Grossart  
Professor Sir Anton Muscatelli  
Dilawer Singh MBE

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

The Chief Executive opened the meeting and welcomed those present.

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 Sir Angus Grossart, Professor Sir Anton Muscatelli, Dilawer Singh MBE, and Bailie Annette Christie.

### **3. Appointment of Chairs**

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 8 September 2021 and the Chair of the Board, required to be appointed.

Professor John Brown nominated Councillor David McDonald, and this was seconded by Iain MacRitchie. 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 Councillor Laura Doherty, 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, Councillor Bolander nominated Lee McConnell, and this was seconded by Siobhan Nairn. The appointment was unanimously agreed by the Board.

In respect of the Chair of the Equalities Sub Committee, Councillor Bolander nominated Councillor David McDonald, and this was seconded by John McCormick. The appointment was unanimously agreed by the Board.

With regard to the Nominations Committee, the Board agreed to increase the membership and appoint Councillor McDonald, Professor John Brown, Iain MacRitchie, Siobhan Nairn, Dilawer Singh, John McCormick, Bailie Christie, and Dr McConnell as members.

### **4. Declarations of Interest noted.**

Professor John Brown declared an interest in relation to agenda item 10(6) Capital Programme update, specifically regarding the reference to the North East Hub/Parkhead Library project, which was being primarily funded by Greater Glasgow and Clyde Health Board of which he is Chair.

### **5. Minute of Previous Meeting held on 6 September 2021 approved.**

The minute of the previous meeting held on 6 September 2021 was presented for approval.

Professor Brown requested an amendment to the minute under the item regarding the Glasgow City Council review.

The Board agreed to approve the minute as a correct record with the amendment proposed by Professor Brown.

**6. Matters Arising noted.**

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

**7. Draft Minutes of Sub-committees noted.**

The draft minutes of the Health and Safety Sub-committee of 13 September 2021, and the Equalities Sub-committee of 18 October 2021 were presented for information.

The Board noted the draft minutes of the Sub-committee.

**8. Chair's update noted.**

The Chair indicated that there were no items of business which he wished to raise which were not already on the agenda.

**9. Reports by the Chief Executive**

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

There was presented paper which provided the Board with an update of the forthcoming strategic review of Glasgow Life by Glasgow City Council (GCC).

The Chief Executive informed the meeting that the timescale for completion of the review was now anticipated to be summer 2022, she advised that the first Project Co-ordination Group meeting had taken place the previous day, and that the initial meeting of the Project Steering Group chaired by the Chief Executive of GCC would take place on 1 December.

The Director of City Marketing and External Relations provided feedback from the Project Co-ordination Group informing that the ambition was to complete data gathering by the end of March, ahead of the elections, then options appraisal carried out in June.

Comments from the Board related to concerns around the possibility of political U-turns on decisions, and accepting financial risks on the assumption that GCC would continue to fund. It was also viewed as essential that Glasgow Life maintained independence around decision making, particularly in respect of its charitable status being sustained.

The Chief Executive stated that it would be important to have a clear message about what services can be delivered within the £100m envelope, and part of the review process would be looking at the contract with GCC and defining what Glasgow Life are expected to deliver.

After discussion and consideration of the paper the Board noted the update in relation to the review.

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

There was presented a paper which asked the Board to consider whether to conclude the period of delegated authority to the Chief Executive and the Chair to take decisions as required on behalf of the Board, which had been in place since March 2020.

After consideration the Board:

- (i) agreed that the period of delegated joint authority to the Chair and Chief Executive to take any decisions as required on their behalf should be concluded; and
- (ii) noted the information provided in relation to the actions and approvals taken under delegated authority.

**(3) The Burrell Collection Project update noted.**

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

The report detailed the most recent position relating to building works and fitout, fundraising, re-opening events, and marketing and communications. The paper also advised on the announcement of £3m revenue funding for the Burrell Collection as part of the UK Government's Budget on 27 October 2021.

After consideration the Board note the progress of the Burrell Collection project and associated workstreams.

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

**(1) Planning for the Future noted.**

A report was presented which updated the Board on work going on across Glasgow Life as it transitions to become a £100m organisation, and set out the areas of focus for the Future Planning and Scrutiny Sub-committee.

The Director of Finance and Corporate Services advised that the Future Planning and Scrutiny Sub-committee had met on 11 November and agreed the areas which it would focus on, and it was commented that the work on categorisation of services would assist with the council family review.

After consideration the Board noted the information provided with regard to future planning and the areas of focus for the Future Planning and Scrutiny Sub-committee.

**(2) Financial update noted.**

There was presented a report which provided the Board with an update on the current financial position and forecast to 31 March 2022, and detailed the future budget and planning process.

The Director of Finance and Corporate Services advised that the paper proposed a new approach to the budget approval process for March 2022 which would align the service planning and budget processes, which would enable the financial impact of budget decisions to be linked back to outcomes.

After consideration the Board noted the current financial position and projected outturn, and the proposed budget planning process and milestones.

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

There was presented a report which updated the Board on current activity in relation to workforce planning.

The paper advised of service reform activity and consultations with the trade unions which were taking place across the organisation.

After consideration the Board noted the information in relation to current workforce planning activity.

**(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 23 October 2021, the ending of the Coronavirus Job Retention Scheme, and presented for approval the Kinship Care Policy.

After consideration the Board:

- (i) noted that across Glasgow Life there continues to be trade union activity;
- (ii) noted the information specified in the People Scorecard including the attendance and employee relations data;
- (iii) noted the end of the Coronavirus Job Retention Scheme; and
- (iv) agreed to approve the implementation of the Kinship Care policy.

**(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 18 risks identified as being in the Very High (15)/High (3) category. It was highlighted that the new risks reported to the last meeting which all related to COP26, had now been closed with the exception of the risk regarding Unforeseen Costs.

During discussion points were raised in regard to the perceived lack of movement in reducing risks, and the effectiveness of the mitigations in place. It was advised that officers would review how this could be better scrutinised and reported to the Board.

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

**(6) Capital Programme update 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) the update with regard to the Capital Programme and that project delivery continues across multiple service areas supported by a range of funding sources, and Glasgow Life are experiencing some increased cost and prolongation of programmes due to supply chain and contractor resourcing problems, however these are being monitored and all parties are working closely to minimise impacts; and
- (ii) that recent focus on venues supporting COP26 had proven successful with minimal issues encountered during delivery of the event.

## 11. Reports by Director of Sport and Events

### (1) COP26 noted.

A report was presented giving a summary of support provided by Glasgow Life to the successful delivery of COP26 and media coverage of Glasgow Life's contribution.

The Director of Sport and Events commented that the paper provided a flavour of Glasgow Life's input into COP26 and the positive media coverage and exposure of our venues.

Councillor Bolander suggested that it would be good to spotlight and publicise more the charity's contribution to the city and events such as this.

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

### (2) Libraries COVID Support Fund noted.

A report was presented which informed the Board of the outcome of applications to the Scottish Government's Public Library Covid Relief Fund.

After consideration the Board noted:

- (i) the successful applications made to the Scottish Government's Public Libraries Covid Relief Fund; and
- (ii) the Fund's condition of grant relating to the 2022/23 budget and that this would need to be considered within the budget setting process in coming months.

### (1) Community Referral update noted.

A report was presented which updated the Board on progress in developing the Live Well Community Referral model.

The Director of Sport and Events advised that the initial phase of engagement, both internally and with external partners had been well received, and also highlighted that a positive meeting had taken place with Maree Todd MSP, Minister for Public Health, Women's Health and Sport, to set out the approach being taken.

It was raised that the paper perhaps didn't fully reflect the input and engagement in the project by the Health Board, and it was also suggested that perhaps GL representation on relevant groups within the Health Board may be of benefit.

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

## 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 October 2021.

It was brought to the Board's attention that there was an error in the table at section 2.3 of the report, and the figure for visits to Museums and Galleries for April to October 2021 should read 552,639, meaning the Glasgow Life total attendance for that period was 2,559,111.

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

**(2) Kelvin Hall Phase 2 noted and agreed.**

A paper was presented which provided the Board with background information on the arrangements for the lease of a portion of Kelvin Hall Phase 2 to BBC Studioworks Ltd., and requested delegated authority to negotiate the terms of the management agreement between Glasgow Life and BBC Studioworks Ltd.

After consideration the Board:

- (i) noted the ongoing negotiations of the management agreement terms between Glasgow Life and BBC Studioworks Ltd.;
- (ii) agreed to delegate authority to the Chief Executive and the Director of City Marketing and External Relations to enter into the management agreement with BBC Studioworks Ltd. on conclusion of the negotiations; and
- (iii) noted the intention for Glasgow Life to accept the Interposed Lease.

**13. Meeting Dates for 2022 noted.**

The Board noted the meeting dates for 2022 were as follows:

- Wednesday 30 March
- Wednesday 22 June
- Wednesday 7 September
- Wednesday 23 November