

**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 26 January 2022 at 10am.

Present: Councillor David McDonald (Chair)
Councillor Eva Bolander
Bailie Annette Christie
Councillor Laura Doherty
Iain MacRitchie
Dr Bridget McConnell CBE
Lee McConnell
Councillor Frank McAveety
Siobhan Nairn
Dilawer Singh MBE

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 7(4)
only: Steph Colgan, People Strategy and Resources Manager

Apologies: Professor John Brown CBE
Sir Angus Grossart
John McCormick
Professor Sir Anton Muscatelli

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

The Chair 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.

The Board agreed that Item 7(4) on the agenda, Chief Executive Recruitment, be taken as the final item.

2. Apologies noted.

The Board noted that apologies had been received from Sir Angus Grossart, Sir Anton Muscatelli, John McCormick, and Professor John Brown.

3. Declarations of Interest noted.

There were no declarations of interest made.

4. Minutes of Previous Meetings approved.

The minutes of the following meetings were presented for approval:

- (1) Board meeting of 24 November 2021;
- (2) Board meeting of 10 December 2021;
- (3) Board meeting with Glasgow City Council 13 January 2022.

The Board agreed to approve the minutes as presented.

5. Matters Arising noted.

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

6. Chair's update noted.

The Chair provided a brief verbal report in which he updated the Board around ongoing discussions with Scottish Government, and highlighting the recent easing of restrictions, which had allowed some Celtic Connections events to take place in person.

7. Reports by the Chief Executive

(1) Council Family Review of Glasgow Life noted.

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

The meeting was advised that the data gathering exercise was progressing and Glasgow Life representatives are working with Council colleagues to assess and validate the data which will be presented to the Project Steering Group at a future meeting and shared with the Glasgow Life Board.

It was highlighted that it was intended to circulate a survey to elected members by the end of March seeking their views on the work of Glasgow Life.

After consideration the Board noted the information in the report, and the verbal update provided following the Strategic Steering Group on 19 January, and further noted that questions had been circulated for discussion at the development session following the conclusion of the meeting.

(2) National Assets noted.

There was presented a paper which provided the Board with information in relation to the venues managed by Glasgow Life which are identified as National Assets.

The report provided an overview of Glasgow's key position within Scotland and the UK in terms of nationally important venues and museums, the city as an events destination and major conference centre, and highlighted the investment in, and the operation and management of these national assets.

After consideration the Board noted:

- (i) the information detailed in the report with regard to Glasgow Life venues identified as National Assets;
- (ii) that this information was collated in response to a request from Glasgow City Council to support the advocacy campaign for support for the city from Scottish Government; and
- (iii) that the report contained strictly confidential information, specifically in relation to events which were unconfirmed.

(3) The Burrell Collection Project update noted.

The Board were presented with a report which updated them on the Burrell refurbishment and redisplay, and preparations for reopening in March 2022.

It was highlighted that a press day had been held on 8 February to announce the opening date, and this had generated good media coverage.

Aspects relating to the wider Pollok Park were highlighted during discussion, noting that work was ongoing to promote active travel and encourage visitors to use other modes of transport.

After consideration the Board note the progress of the Burrell Collection project and preparations for the reopening in March 2022.

(5) Impact of Covid Restrictions on Services noted.

There was presented a report which provided the Board with information on the operational and financial impact on Glasgow Life of the restrictions introduced in December 2021 by the Scottish Government with regard to the Covid-19 pandemic.

The Chief Executive noted the impact particularly with regard to Celtic Connections, however, the recent announcement by the First Minister on easing of restrictions was encouraging.

After consideration the Board noted the information provided in relation to the impact on Glasgow Life of the Covid-19 restrictions introduced in December 2021.

(6) Verbal update

The Chief Executive provided a verbal update in relation to the Budget process and reported on Glasgow Life's recent attendance at Glasgow City Council's Budget Working Group. She noted that the feedback from the group in terms of the quality of information provided and the recognition of the work done by Glasgow Life staff was very positive.

After consideration the Board noted the verbal update and the feedback from the Budget Working Group.

8. Reports by Director of Finance and Corporate Services

(1) 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.

The report advised that the forecast estimates for the full year remain unchanged with total expenditure to be circa £109.4m with underspend on expenditure as venues were not fully operational for the full year as government restrictions eased.

It was also highlighted that it was not yet possible to estimate impact on Celtic Connections and Glasgow Club revenues as a result of recent changes of government guidance.

After consideration the Board noted the current financial position and projected outturn.

(2) People Update noted.

There was presented a report which provided an update on industrial relations between Glasgow Life and the Trade Unions, and the People Scorecard for the period to 18 December 2021.

The Director of Finance and Corporate Services made reference to a note which had been circulated separately to the Board in relation to a ballot on strike action received by Unison in relation to equal pay.

After consideration the Board noted:

- (i) the continued trade union activity taking place across Glasgow Life; and
- (ii) the information specified in the People Scorecard including the attendance and employee relations data.

(3) 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, and there had been no changes since the last meeting.

The Board were informed that following discussion at the last meeting, the Audit Committee would scrutinise the risk register in more detail at their meeting in March.

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

(4) 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 progress on capital delivery of multiple projects continues across the estate supported by a range of funding and Glasgow Life continue to work closely with contractors and design teams to define briefing information, validate and rationalise project costs and bring projects to fruition; and
- (i) that increased costs were impacting some contracts with significant value engineering or scope reduction exercises being considered to allow the projects to be delivered within budget.

9. 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 2021 to 31 December 2021.

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

10. Meeting Dates for 2022 noted.

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

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

7. (4) Chief Executive Recruitment agreed.

The Chair requested that all Glasgow Life staff present, with the exception of the Chief Executive and the Governance and Liaison Officer, leave the meeting for consideration of this item.

The People Strategy and Resources Manager joined the meeting.

There was presented a report which updated the Board on the planned internal and external communication with regard to the retirement of the current Chief Executive, and the proposed timeline for the recruitment of a new Chief Executive.

After consideration the Board agreed to approve the communication and recruitment plan as set out in the report.