

**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 in the Emirates Arena, Glasgow on Wednesday 30 January 2019 at 10am.

Present: Councillor David McDonald (Chair)  
Councillor Maureen Burke  
Bailie Annette Christie  
Sir Angus Grossart  
Iain MacRitchie  
Bailie Norman MacLeod  
Dr Bridget McConnell CBE  
Lee McConnell  
John McCormick  
Professor Lesley Sawers OBE

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; Jill Miller OBE, Director of Cultural Services; and Allan Drysdale, Governance and Liaison Officer; all Culture and Sport Glasgow.

Apologies: Councillor Michael Cullen  
Benny Higgins  
Professor Sir Anton Muscatelli  
Dilawer Singh MBE

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

The Chief Executive welcomed those present to the meeting.

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 Councillor Michael Cullen, Benny Higgins, Sir Anton Muscatelli, and Dilawer Singh.

**3. Declarations of Interest noted.**

There were no declarations of interest made.

**4. Minute of previous meeting approved.**

The minute of the previous meeting of 28 November 2018 was submitted for approval.

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

**5. Matters arising noted.**

In relation to Item 3 – Appointment of Chairs of the minute of 28 November 2018 the Chief Executive advised that officers would look at procedures to appoint Chairs directly following the AGM in order to ensure that office bearer positions are held continually between meetings.

The Board noted the matter raised.

**6. Draft Minute of Audit Committee meeting held on 6 December 2018 noted and agreed.**

The Draft Minute of the Audit Committee meeting held on 6 December 2018 was submitted for information.

The Board:

- (i) noted the minute of the Audit Committee meeting held on 6 December 2018; and
- (ii) agreed, as recommended by the Audit Committee, to approve that Glasgow Life's Reserves Policy remains unchanged and that the target should be to maintain unrestricted reserves between 1.5% and 2.5% of total income.

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

The Chair provided a verbal update in which he highlighted significant events which had taken place already this year including Celtic Connections, Dippy the Dinosaur display opening at Kelvingrove, and the Da Vinci exhibition which would run from February to May at Kelvingrove.

The Board noted the verbal update from the Chair.

**8. Chief Executive's update**

**(1) Verbal update noted.**

The Chief Executive provided a verbal update to the meeting which focussed on the discussions which continue to take place between Glasgow Life and Glasgow City Council.

She advised that the budget options considered by the Board had been given to the City Council, and emphasised that Glasgow Life had requested that the city should be looking at alternative delivery models and identifying where services could make the most impact in each area of the city.

Engagement was taking place with a variety of national and local partners to look at opportunities and develop ideas around the delivery of services to communities.

It was recognised that there was a challenge to both set a sustainable budget and manage cuts, whilst at the same time looking to change the future direction of Glasgow Life.

Following robust discussion from those present, the Board noted the update provided by the Chief Executive.

**(2) Burrell Renaissance noted.**

A report was presented with regard to the Burrell Renaissance project which provided updates in relation to the fundraising position, the international tour and loans, progress with the building and design, as well as communications and marketing.

The Board noted the update in relation to progress on the Burrell Renaissance project.

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

**(1) Budget Strategy noted.**

The Board noted that the update in relation to the Budget Strategy had been covered under the Chief Executive's update.

**(2) Financial update noted.**

A report was presented which provided an update on Glasgow Life's financial performance for Period 10 (21 December 2018).

The Director of Finance and Corporate Services drew to the Board's attention that there was a deficit of £1.387m against a budgeted break even position, and the anticipated financial outturn was substantially higher than current reserves. Glasgow Life have however provided services for Glasgow City Council but have not received additional service fee which will reduce the projected deficit.

After consideration the Board noted the financial update for Period 10.

**(3) Workforce Planning – People Principles agreed and noted.**

A paper was tabled which provided the Board with information on the draft workforce planning principles being developed within Glasgow Life to support budget options and organisational change.

After consideration the Board:

- (i) agreed to approve the proposed principles that would underpin service change across Glasgow Life; and
- (ii) noted that the development of detailed workforce change procedures will be undertaken and presented to the Board meeting in March 2019.

**(4) Transition Programme noted.**

A report was presented which informed the Board of the arrangements to support the Transition Programme and the scope of projects which make up the programme.

The paper advised that the programme focused on six projects which had been identified to address the financial challenges that Glasgow Life and the city faced into the future.

After consideration the Board noted the information provided with regard to the Transition Programme and that a further report would be provided to the next meeting.

**(5) People update noted.**

A report was presented which provided the Board with an update in relation to industrial relations, the HR Scorecard, and the introduction of a Workforce Board by Glasgow City Council.

After consideration the Board noted:

- (i) that across Glasgow Life there continues to be increased trade union activity, particularly in areas of proposed business change;
- (ii) that Unite have agreed to arbitration to resolve the dispute at the Emirates Arena;
- (iii) the investment which Glasgow Life continues to make in managing its relationships with its Trade Unions;
- (iv) the information provided within the report, particularly in relation to the potential for further industrial action within Sport;
- (v) the information specified in the report including the attendance and employee relations data; and
- (vi) the introduction of a Workforce Board by Glasgow City Council and the potential implications for Glasgow Life.

**(6) Risk Register noted.**

A report was presented which detailed Glasgow Life's top 5 risks and provided an explanation of each.

It was highlighted that a full review of the risk register had taken place in November 2018 and there were no changes to scoring to that reported to the last meeting, however, the narrative in relation to Risk Ref 564 (Impact of change programme across Glasgow Life) had been amended to take account of discussion at the Audit Committee.

After consideration the Board noted that a full review of the Risk Register had recently taken place and the report reflected the top 5 risks to Glasgow Life as at January 2019.

**10. Report by Director of Sport and Events**

**(1) Sport Business Improvement Strategy update noted.**

A report was presented which provided an update to the Board on the progress and current status of the Glasgow Sport Business Improvement Strategy which covered each of the main workstreams.

After consideration the Board noted:

- (i) the update provided in relation to the Business Improvement Strategy; and

- (ii) that a report on the cost of the provision of free recreational facilities would be provided to a future meeting.

## **11. Reports by Director of City Marketing and External Relations**

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

There was submitted a report which provided the Board with information on the summary of Glasgow Life's performance from 1 April to 31 December 2018.

It was highlighted that the majority of targets were being met, with the exception being Libraries, where although physical visits were above target, overall library visits were being impacted by virtual visits being well down against target.

With regard to Conventions, performance was still on target although there were some uncertainties as a result of Brexit which had seen some effect on bid opportunities.

After consideration the Board noted the information provided with regard to Glasgow Life's performance.

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

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

As previously requested by the Board, more detailed information was provided, and the report covered developments at Knightswood BMX Track, the pitch refresh programme for 2018/19, and the phase 2 redevelopment of Kelvin Hall.

Information was also provided in relation to the programme of works across the Glasgow Life estate as part of Phase 1 of the Community Asset Fund.

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

## **12. Date of Next Meeting noted.**

There being no further business, the Chair advised that the next meeting would take place on Tuesday 12 March at 10.30am.