

**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 St Mungo's Museum of Religious Life and Art, Glasgow on Tuesday 12 March 2019 at 10.30am.

Present: Councillor David McDonald (Chair)  
Councillor Maureen Burke  
Bailie Annette Christie  
Sir Angus Grossart (by telephone)  
Bailie Norman MacLeod  
Dr Bridget McConnell CBE  
John McCormick  
Professor Sir Anton Muscatelli

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  
Iain MacRitchie  
Lee McConnell  
Professor Lesley Sawers OBE  
Dilawer Singh MBE

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

The Chair 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, Iain MacRitchie, Lee McConnell, Professor Lesley Sawers, 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 30 January 2019 was submitted for approval.

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

**5. Matters arising noted.**

The Board noted that in relation to paragraph 9(3)(ii) of the previous minute, that there was an update on Workforce Planning contained within the People Update at item 8(3) on the agenda.

**6. Chair's update noted.**

The Chair provided a verbal update in which he referred to the announcement the previous month that Glasgow had been chosen to host the inaugural World Cycling Championships in 2023, noting that Glasgow was the only city in the world that has in place infrastructure to accommodate every cycling discipline.

He also advised that the first meeting of the Global Glasgow group had taken place which is Chaired by the Leader of the City Council, and membership had been convened from across the city's public, private, voluntary and academic sectors to coordinate a collective response to selling Glasgow to the world, and that the main focus of the group was to assist in minimising the economic impact of Brexit on the city,

Finally, he thanked the Chief Executive and her Senior Management Team for their work in helping to deliver a positive budget outcome, and also expressed thanks to the Board for their support over this period.

The Board noted the verbal update from the Chair.

**7. Chief Executive's update**

**(1) Business Plan 2019/20 noted and agreed.**

The Chief Executive presented to the Board Glasgow Life's Business Plan for 2019/20 which set out

- (i) the strategic context, financial environment, and future planning;
- (ii) the key priorities for Glasgow Life during the next year; and
- (iii) the priorities for 2019/20 within each service area.

Following consideration the Board:

- (i) noted that the draft Business Plan which will be completed by 31<sup>st</sup> March 2019 prior to submission to Glasgow City Council;
- (ii) agreed to delegate authority to the Budget Working Group to approve the financial information within the Business Plan;

- (iii) note that the Budget Working Group will meet on 29<sup>th</sup> March to approve the budget for the financial year 2019/20 and this will be presented in the final Business Plan; and
- (iv) noted that the final Business Plan will be issued to all Board members prior to submission to Glasgow City Council.

**(2) Verbal update.**

There was no verbal update provided by the Chief Executive.

**(3) Burrell Renaissance noted.**

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

The Board, having also heard a verbal update from Sir Angus Grossart, noted the information in relation to progress on the Burrell Renaissance project.

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

**(1) Financial update noted.**

A report was presented which provided an update on Glasgow Life's financial performance for Period 12 (15 February 2019).

The Director of Finance and Corporate Services advised that the anticipated deficit for the year was now £1.571m and this was higher than Glasgow Life's reserves can cope with, however, it is expected as a result of ongoing discussions with Glasgow City Council around additional service fee for unfunded services provided by Glasgow Life on behalf of the Council this deficit will be reduced.

After consideration the Board noted the financial update for Period 12.

**(2) Transition Programme noted.**

A report was presented which updated the Board on the progress of the Transition Programme, and sought approval to implement the measures which had been identified to close the 2019/20 budget gap.

After consideration the Board:

- (i) agreed to approve the measures to close the 2019/20 budget gap as contained in the report;
- (ii) noted the closure of the Mitchell shop;
- (iii) noted the risks and issues identified by the Transition Programme; and
- (iv) noted the financial controls and the mitigating action which will be deployed.

**(3) People update noted and agreed.**

A report was presented which provided the Board with an update in relation to industrial relations, the HR Scorecard, the implementation of the pay award, and the proposed procedures to support the management of workforce change across Glasgow Life.

After consideration the Board:

- (i) noted that across Glasgow Life there continues to be increased trade union activity, particularly in areas of proposed business change;
- (ii) noted the investment Glasgow Life continues to make in managing its relationships with its trade unions;
- (iii) noted the information specified within the report, including the attendance and employee relations data;
- (iv) agreed to approve the implementation of the three year pay award in line with the Glasgow City Council implementation of the Scottish Joint Council for Local Government proposals; and
- (v) noted the update to the principles to support the management of workforce change across Glasgow Life, and that a further report would be provided to the Board in June.

**(4) Gender Pay Gap Reporting noted and agreed.**

A report was presented which informed the Board of the figures produced as part of Glasgow Life's most recent Gender Pay Gap exercise, as at 5 April 2018.

After consideration the Board

- (i) noted the information provided within the report in relation to Glasgow Life's Gender Pay Gap figures;
- (ii) agreed to approve the 2018 Gender Pay Gap figures due to be reported to HMRC's Equalities Office by the deadline of 4 April 2019; and
- (iii) agreed to approve the publication of the same Gender Pay Gap figures on Glasgow Life's website.

**(5) 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 Glasgow City Council had begun the roll out of a new risk management system, which will also be adopted by Glasgow Life, and will enable risks to be added and updated in real time, reducing workload and providing more accurate reporting.

After consideration the Board noted the top 5 risks to Glasgow Life as at March 2019.

**9. 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 the update provided in relation to the Business Improvement Strategy.

**10. 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 January 2019.

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.

The report covered the pitch refresh programme for 2018/19, and the phase 2 redevelopment of Kelvin Hall, as well as providing detail on phase 1 of the Community Asset Fund.

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

**11. Date of Next Meeting noted.**

There being no further business, the Chair advised that the next meeting would take place on Wednesday 19 June.