

**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 Tollcross International Swimming Centre, Glasgow on 19 June 2019 at 10.30am.

Present: Councillor David McDonald (Chair)  
Councillor Maureen Burke  
Benny Higgins (part meeting)  
Bailie Norman MacLeod  
Iain MacRitchie  
Dr Bridget McConnell CBE  
Lee McConnell (part meeting)  
John McCormick  
Dilawer Singh MBE (part meeting)

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; Stephanie Colgan, People Strategy and Resources Manager; Charlotte di Corpo, Head of Development (part meeting); and Allan Drysdale, Governance and Liaison Officer; all Culture and Sport Glasgow.

Apologies: Councillor Michael Cullen  
Sir Angus Grossart  
Professor Lesley Sawers OBE  
Professor Sir Anton Muscatelli

**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 Sir Angus Grossart, Councillor Michael Cullen, Professor Lesley Sawers, and Professor Sir Anton Muscatelli.

**3. Declarations of Interest noted.**

There were no declarations of interest made in relation to the agenda items being discussed.

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

The minute of the previous meeting of 12 March 2019 was submitted for approval.

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

**5. Matters arising noted.**

The Board noted the matters arising in relation to the following paragraphs:

7(1) Business Plan 2019/20 – that the Budget Working Group had met on 29 March to approve the budget and the final business plan, and the minute of that meeting was included at item 7 on the agenda;

8(3)(v) People update – that the People update report at item 11(4) on the agenda included further details in relation to the Workforce Planning Board; and

8(4) Gender Pay Gap Reporting – Glasgow Life's gender pay gap figures had been submitted to HMRC by the deadline, and the figures were also published on Glasgow Life's website.

**6. Draft Minute of Audit Committee noted.**

The draft minute of the Audit Committee meeting held on 28 March 2019 was submitted to the meeting for information.

The Board noted the draft minute.

**7. Minute of Budget Working Group approved.**

The minute of the Budget Working Group meeting held on 29 March 2019 was submitted for approval.

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

**8. Charity Campaign update – presentation noted.**

The Head of Development provided the Board with a presentation in relation to the Charity Campaign.

It was highlighted that the campaign would focus on stories and examples of people who have benefitted from Glasgow Life services, using language which is relatable to Glaswegians, and the next steps would be to test the campaign, implement simple giving methods, with a view to launching the full campaign around November 2019.

After consideration the Board noted:

(i) the information provided by the Head of Development, and that the presentation and associated materials would be circulated to Board Members; and

- (ii) that a further update would be provided following the trial at the World Pipe Band Championships.

#### **9. Chair's update noted.**

The Chair provided the meeting with a verbal update during which he covered the Burrell in Japan launch, which he noted was covered in more detail in the Burrell update paper, reported on the volunteer's week event in the City Chambers at which over 300 volunteers had attended, and advised of the launch of the Glasgow Code Learning digital skills programme at the Mitchell Library which is being delivered in association with Kelvin College and JP Morgan.

The Board, having heard the Chair, noted

- (i) the verbal update provided in relation to recent events at which he had represented Glasgow Life;
- (ii) that a report would be provided to a future meeting in relation to the impact of volunteering; and
- (iii) that information in relation to the Glasgow Code Learning programme would be circulated to Board Members.

#### **10. Chief Executive's update**

##### **(1) Verbal update.**

The Chief Executive provided the Board with a verbal update which focussed on the future partnership document which had been presented to Glasgow City Council's Cabinet on 13 May. She highlighted that as the budget process was beginning, there was now a sense of urgency around this work and that a new model of Community Planning Partnerships was being driven by the Chief Executive of GCC which will become the framework for Glasgow Life's future operations.

She advised that a number of bodies and agencies were looking to engage with Glasgow Life around this work.

After consideration the Board noted the verbal update by the Chief Executive and that a more detailed report would be provided to the next Board meeting in September.

##### **(2) Burrell Renaissance noted.**

There was presented a report which provided an update in relation to the Burrell Renaissance project.

The Chief Executive informed the meeting that the lead contractor on the project, Kier had recently experienced a restructuring of the firm, and a letter of assurance had been received in this respect.

She further advised that following the departure of James Robinson as Burrell Renaissance Director, she would assume the lead role until the end of the project and engagement was taking place with curatorial staff, and members of the Burrell Renaissance Board to ensure progress is maintained.

After consideration the Board noted the update in relation to the Burrell Renaissance.

## 11. Reports by Director of Finance and Corporate Services

### (1) Commercial Partnership with Macron noted and agreed.

A report was presented which informed the Board of Glasgow Life's collaboration with their digital and ICT service provider (CGI) to find innovative ways of responding to the strategic and operational challenges faced by the organisation, and the report also sought approval to contract with Macron for a period of 18 months.

After consideration the Board:

- (i) noted the case studies presented by CGI within the report; and
- (ii) agreed in principle, pending confirmation of assurances from Glasgow City Council, to contract with Macron for a period of 18 months in order to test the market, and delegated authority to the Chief Executive to complete the contract.

### (2) Financial Outturn to 31 March 2019 noted.

A report was presented which informed the Board of the anticipated financial outturn for the year to 31 March 2019, and the impact on Glasgow Life's reserves.

The Director of Finance and Corporate Services advised that the overall draft position for 2018/19 is a surplus of £24k, which was significantly better than the forecast position at Period 12, a deficit of £1,475k, and that this movement was due to additional one-off funding from Glasgow City Council.

After consideration the Board noted the anticipated financial outturn for 2018/19, the level of reserves, and that Audited Accounts would be considered by the Audit Committee in September, prior to being presented to the Board.

### (3) Budget 2019/20 noted and agreed.

A report was presented which informed the Board of the anticipated budget position for 2019/20, and provided an update on the recent review of corporate credit cards.

The Director of Finance and Corporate Services advised that, as delegated by the Board, the budget for 2019/20 had been approved by the Budget Working Group at the meeting on 29 March 2019, and Appendix 1 of the report presented the budget for Glasgow Life as a whole, including the CIC.

After consideration the Board:

- (i) noted the 2019/20 Budget position and the savings included therein;
- (ii) noted that a review of corporate credit cards had been undertaken and the associated actions, with a reviewed credit card policy being presented to the Audit Committee in September;
- (iii) agreed that the Budget Working Group and the Reprovisioning Group be combined to establish a Budget Scrutiny and Planning Group; and
- (iv) agreed to appoint Professor Lesley Sawers as Chair of the Budget Scrutiny and Planning Group, with John McCormick acting as Vice-chair.

***\*Dilawer Singh left the meeting following this item.***

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

A report was presented which provided the Board with an update in relation to industrial relations, the HR Scorecard, and the introduction and remit of the Workforce Planning Board.

The meeting was adjourned for a short period to allow members to consider the draft response to the Trade Unions which was tabled at the meeting.

It was expressed that, in general, it would be beneficial if members had more information in advance of the meeting, and opportunity to consider these papers, and consideration should be given to moving such items further up the agenda.

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 requests of the Joint Trade Unions emerging from the ALEO Workforce Board;
- (iv) noted the communication from Unite the Union and their request for a formal response, and that the final draft response would be circulated to Board Members for their approval;
- (v) noted the information specified in the HR Scorecard, including the attendance and employee relations data; and
- (vi) noted the implementation and remit of the Workforce Planning Board.

***\*Lee McConnell and Benny Higgins both left the meeting during consideration of this item having indicated that they were content with the proposed response to the Trade Unions.***

**(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 the move to the new risk management system had not yet taken place due to delays with uploading the information, and meetings would be taking place with officers from the City Council in order to progress this as quickly as possible.

After consideration the Board noted the top 5 risks to Glasgow Life as at June 2019, and the information provided in relation to the Corporate Risks managed by Glasgow Life on behalf of Glasgow City Council.

## 12. Reports by Director of Sport and Events

### **(1) European Capital of Sport Bid noted.**

There was tabled at the meeting the City's bid document for the European Capital of Sport in 2023.

It was highlighted that Glasgow had previously been awarded the title in 2003 and had been invited to bid again.

The Board noted the bid document and that further information on the bid would be provided to future meetings.

### **(2) Glasgow 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 the Budget Scrutiny and Planning Group would consider the options in relation to the football pricing policy, and a final report and recommendations would be provided to the Board at their next meeting in September.

## 13. Reports by Director of City Marketing and External Relations

### **(1) Review of Lease for Tenants noted and approved.**

A report was presented which advised the Board of the proposal to issue a standard lease to tenants based in Community Facilities within the Glasgow Life estate.

After consideration the Board:

- (i) noted the proposals to implement a standardised lease across Glasgow Life Community Facility tenants;
- (ii) noted the draft letter to tenants advising them of the standardisation of leases and requesting details;
- (iii) noted the draft lease; and
- (iv) agreed to approve the progression of this proposal.

### **(2) Glasgow Life Accommodation update noted.**

A report was presented which advised the Board of the relocation of Glasgow Life's Head Office from 220 High Street to Commonwealth House, Albion Street.

After consideration the Board noted:

- (i) the plan to relocate Glasgow Life's Head Office to Commonwealth House, Albion Street; and
- (ii) that the relocation of the Head Office accommodation will not incur any additional costs to Glasgow Life.

**(3) Annual Review and Performance Report noted.**

There was tabled at the meeting a draft version of the Company's Annual Review for 2018/19.

It was highlighted that this was an initial draft and any comments or amendments would be considered when finalising the document.

After consideration the Board noted the draft Annual Review and that following their feedback it would be revised where necessary prior to being published.

**(4) Capital Programme update noted.**

A report was presented which updated the Board on the progress of projects included within the Capital Programme.

The report covered in detail projects including the Pitch Refresh Programme, Kelvin Hall Clip and Climb/Soft Play, Kelvin Hall Phase 2 Redevelopment, Partick Library and Netherton Community Centre, as well as Community Asset Fund projects and future capital programme proposals.

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

**14. AOB and Date of Next Meeting noted.**

The Chair informed the meeting that it was his intention for a questionnaire to be circulated to Board Members in order to get their views on aspects pertaining to Board Meetings.

There being no further business, the Chair advised that the next meeting would take place on Wednesday 18 September.