

**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 Boardroom, Riverside Museum, Glasgow on Wednesday 28 November 2018 at 10am.

Present: Councillor David McDonald (Chair)  
Councillor Maureen Burke  
Bailie Annette Christie  
Councillor Michael Cullen  
Sir Angus Grossart (by telephone)  
Benny Higgins  
Iain MacRitchie  
Bailie Norman MacLeod  
Dr Bridget McConnell CBE  
Lee McConnell  
John McCormick  
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; Jill Miller OBE, Director of Cultural Services; and Allan Drysdale, Governance and Liaison Officer; all Culture and Sport Glasgow.

Apologies: Professor Sir Anton Muscatelli  
Professor Lesley Sawers OBE

**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 Sir Anton Muscatelli and Professor Lesley Sawers.

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

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 took place on 12 September 2018 and the Chair of the Board, required to be appointed.

John McCormick nominated Councillor David McDonald, and this was seconded by Bailie Norman MacLeod. 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 the Chairs of both the Audit Committee and the Health and Safety Sub Committee required to be appointed.

In respect of the Chair of the Audit Committee, Iain MacRitchie nominated Bailie Norman MacLeod, and this was seconded by Bailie Annette Christie. The appointment was unanimously agreed by the Board.

In respect of the Chair of the Health and Safety Sub Committee, Benny Higgins nominated Lee McConnell, and this was seconded by Councillor Michael Cullen. The appointment was unanimously agreed by the Board.

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

There were no declarations of interest made.

### **5. Appointments to Culture and Sport Glasgow (Trading) CIC agreed.**

The Chair invited the Board to consider the appointment of Bailie Annette Christie and Councillor Michael Cullen to the Board of Culture and Sport Glasgow (Trading) CIC.

After consideration the Board agreed that Bailie Annette Christie and Councillor Michael Cullen be appointed as Directors of Culture and Sport Glasgow (Trading) CIC.

### **6. Appointment to Burrell Renaissance agreed.**

The Chair advised that following Bailie Elaine Ballantyne standing down as a Director, there existed a vacancy on the Burrell Renaissance Board.

After consideration the Board agreed to appoint Bailie Annette Christie as a member of the Burrell Renaissance.

### **7. Minute of previous meeting approved.**

The minute of the previous meeting of 12 September 2018 was submitted for approval.

It was highlighted that it was suggested that section 13(1)(ii) of the minute in relation to the Contract for the Delivery of Energy Efficiency Measures be amended as follows:

'agreed, subject to Bailie MacLeod, on behalf of the Board, being content with the due diligence and procurement processes being followed, to delegate authority to the Chief Executive of Glasgow Life to sign the contract with an estimated value of £979,612 and a guarantee that the final proposal will deliver and energy payback of 8 years.'

The Board, noting the amendment, thereafter agreed to approve the minute as a correct record.

**8. Matters arising.**

There were no matters arising.

**9. Draft Minute of Health and Safety Sub Committee meeting held on 29 October 2018 noted.**

The Draft Minute of the Health and Safety Sub Committee meeting held on 29 October 2018 was submitted for information.

The Board noted the minute.

**10. Chair's update noted.**

The Chair provided a verbal update in which he reflected on the successes which Glasgow Life had achieved during the year, and recognised the contribution of staff in delivering these.

He also highlighted the challenges for the organisation going forward.

The Board noted the verbal update from the Chair.

**11. Chief Executive's update**

**(1) Vision for the Future update noted.**

The Chief Executive informed the Board of ongoing discussions which have been taking place with officers and political groups, and provided feedback on meetings with Government Ministers, which in general had been positive.

She also reflected on the success of the 2018 European Championships, noting that this had almost been wholly delivered by Glasgow Life staff.

The Director of Finance and Corporate Services and the Director of Cultural Services gave a presentation which resulted from a two day workshop held with a charity specialist, which envisaged how Glasgow Life could position itself in the charity market.

The presentation highlighted the many positive stories which are a direct result of the services delivered by Glasgow Life, and could be used to promote the charity.

**(2) Burrell Renaissance noted.**

There was presented to the Board a report with regard to progress with the Burrell Renaissance project.

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

***\*Benny Higgins left the meeting following this item.***

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

### (1) Budget update noted.

The Director of Finance and Corporate Services presented a report which provided an update on budget discussions and the options being considered.

She highlighted that there had been some small changes to the budget options which the Board had previously had sight of. The Board were concerned at the impact which any potential closures may have and it was stressed that all available options would be looked at in order that venues are retained as community assets.

It was noted that all financial considerations for 2018/19 had been based on a balanced budget. It was advised that Glasgow Life has a financial challenge as a result of one off savings over the previous three years which had been used to balance the budget, and in this respect Glasgow Life had written formally to the Executive Director of Finance in Glasgow City Council setting out our concerns.

After consideration the Board noted the progress being made to date and that a further progress report would be provided to the Board meeting in January.

### (2) Financial update noted.

There was submitted a report which provided an update on Glasgow Life's financial performance for Period 8 (26 October 2018).

The Director of Finance and Corporate Services highlighted that the year-end figures were a realistic assessment, and initial income targets had been overly optimistic, and savings applied could not be delivered within the year or at all.

Bailie MacLeod expressed extreme concern that operating income was down against that which had been budgeted for, and it was noted that this was further compounded by the City Council applying LEAN savings based on an arbitrary matrix with no discussion with Glasgow Life officers.

It was also highlighted that the level of reserves continued to be a concern.

After consideration the Board noted the financial update for Period 8.

### (3) People update noted.

There was submitted a report which provided the Board with an update in relation to industrial relations, the HR Scorecard, and employee engagement.

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 continuing strategy that arbitration is the most appropriate resolution to the dispute with Unite at the Emirates Arena and the investment Glasgow Life continues to make in managing its relationships with its Trade Unions;
- (iii) noted the information provided within the report, particularly in relation to the potential for further industrial action within Sport;

- (iv) noted the information specified in the report including the attendance and employee relations data;
- (v) noted that Glasgow Life will implement a revised Attendance Management policy;
- (vi) agreed to approve the adoption of a new pay and grading system across Glasgow Life; and
- (vii) agreed to approve the roll out of a staff survey across Glasgow Life in Summer 2019.

**(4) Risk Register noted.**

There was submitted to the Board a report which detailed Glasgow Life's top 5 risks and provided an explanation of each.

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 November 2018.

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

**(1) Glasgow Convention Bureau Guidelines for City Support agreed.**

There was presented to the Board the Draft Guidelines for City Support from Glasgow Convention Bureau.

After consideration the Board agreed to:

- (i) approve the Glasgow Convention Bureau – City Support Guidelines; and
- (ii) forward to Glasgow City Council's Executive Director of Finance, and Head of Communications and Strategic Partnerships for their consideration and approval.

**(2) 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 2018.

After consideration the Board noted the content of the report.

**(3) 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 developments at the Kelvin Hall, Knightswood BMX Track, and the Burrell renaissance project.

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

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

#### **14. Report by Director of Sport and Events**

##### **(1) Sport Business Improvement Strategy update noted and agreed.**

There was submitted a report which provided the Board with an update on the progress and current status of the Glasgow Sport Business Improvement Strategy and asked them to agree the launch of a new junior membership product.

After consideration the Board:

- (i) noted the overall progress to date; and
- (ii) agreed to approve the launch of the new junior membership product on 7 January 2019.

#### **15. Reports by Director of Cultural Services**

##### **(1) Equalities Policy and Action Plan update noted and agreed.**

There was presented a report which provided the Board with an update on Glasgow Life's equality and diversity commitments and the development of a new Equality, Diversity and Inclusion Policy, Action Plan and new Equality related commitments.

After consideration the Board:

- (i) agreed to approve the Equality, Diversity and Inclusion Policy;
- (ii) agreed Glasgow Life's approach to a new Equality, Diversity and Inclusion Action Plan; and
- (iii) noted the commitments to delivering actions in relation to the City's Equality Outcomes and BSL Action Plan.

##### **(2) Collections Agreement Annual Report noted and agreed.**

The Annual Report in relation to performance information with regard to the Collections Agreement was presented to the Board.

After consideration the Board:

- (i) noted the Collections Agreement Annual Report; and
- (ii) agreed that the report be referred to Glasgow City Council for information.

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

There being no further business, the Chair advised that the next meeting would take place on Wednesday 30 January at 10am.