

**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 Hillhead Library, Glasgow on 25 January 2023 at 10am.

Present: Bailie Annette Christie (Chair)  
Councillor Eva Bolander  
Councillor Holly Bruce  
John McCormick  
Siobhan Nairn  
Dilawer Singh MBE  
Councillor Kieran Turner  
Susan Deighan (Chief Executive)

Attending: Jan Buchanan, Director of Finance and Corporate Services;  
Andrew Olney, Director of Libraries, Sport and Communities;  
Billy Garrett, Director of Culture, Tourism and Events; Lynda Campbell, Head of Business and Strategy; Alex Harvie, Head of Marketing and Communications; and Allan Drysdale, Governance and Liaison Officer; all Culture and Sport Glasgow

Apologies: Councillor Laura Doherty  
Iain MacRitchie  
Lee McConnell

**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.

**2. Apologies noted.**

The Board noted that apologies had been received from Councillor Laura Doherty, Iain MacRitchie and Lee McConnell.

**3. Declarations of Interest noted.**

There were no declarations of interest made.

**4. Minute of Previous Meeting approved.**

The minute of the Board meeting held on 23 November 2022 was submitted for approval.

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

**5. Matters Arising noted.**

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

**6. Draft Minutes noted.**

The draft minute of the Audit Committee of 1 December 2022 was submitted for information.

The Board noted the draft minutes as presented.

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

The Chair provided a verbal update in which she highlighted some of the recent events and launches which had taken place since the last Board meeting.

Sports awards including the Sports Council for Glasgow Awards and Glasgow's Sport Awards had taken place in December, which were key events in the local sporting calendar. Also in December Glasgow Gymfest had taken place at the Emirates Arena for the first time since 2019. The Chair also advised that the application window for Phase 1 of the European Capital of Sport Fund for community sport events had opened in November.

The Chair mentioned that Celtic Connections had launched on 19 January and noted the significant contribution of the festival in terms of income generation for Glasgow Life and economic contribution to the city as a whole.

In relation to Museums, it was highlighted that the Burrell had received its 500,000<sup>th</sup> visitor since reopening in March 2022. It was also advised that the People's Palace had been unsuccessful in securing funding as part of the UK Government's Levelling Up Fund.

The Board noted the verbal update by the Chair.

**8. Reports for Approval and Discussion**

**(1) GCC Review of Glasgow Life noted.**

The Board was presented with a report in relation to Glasgow City Council's Review of Glasgow Life, which would be considered by the Council's City Administration Committee on 26 January 2023.

The Chief Executive informed the meeting that she was content with the nature of the report, noting that the recommendations were broadly in line with those expected, and thanked the Board for their guidance, input, and oversight during the review process.

Board Members commented that the Action Plan was lengthier than perhaps anticipated and it was suggested that the Future Planning and Scrutiny Sub-committee reviews it with regard to budget considerations.

After consideration the Board noted the content of the report and agreed that the Future Planning and Scrutiny Sub-committee review the Action Plan.

**(2) GCC Strategic Plan and Glasgow Life Responsibilities noted.**

The Board was presented with Glasgow City Council's Strategic Plan 2022-2027 and a report which set out Glasgow Life's responsibilities in contributing to the plan.

It was highlighted that there were four grand challenges in the Plan, two of which contained commitments Glasgow Life would contribute to the delivery of in partnership with other city agencies where relevant.

The Board were assured that these commitments align with Glasgow Life's Vision and Mission as a charity, as well as with the organisation's Business Plan.

After consideration the Board noted the content of the report.

**(3) Update on 2023/24 Budget Process noted.**

There was presented a report which provided an update to the Board on Glasgow City Council's Financial Forecast for 2023/24.

The Director of Finance and Corporate Services advised the Board that although the City Council's anticipated funding gap had reduced following the Local Government Settlement announcement in December 2022, there was no material change to the budget savings required by Glasgow Life, which were £8.4m.

It was highlighted that the budget option related to the temporary closure of the People's Palace would require to be reviewed following the Levelling Up Fund decision.

After consideration the Board noted the content of the report detailing the changes to Glasgow City Council's financial forecast for 2023/24 and that the date of 16 February 2023 had been agreed to set the Council's budget.

**(4) Financial Performance 2022/23 and Financial Recovery update noted.**

There was presented a report which provided an update on the financial recovery, advising of financial results to 13 January 2023 (period 11) and full year forecast, the performance of external income and business units, as well as the forecast of costs which were outside the baseline budget.

The Director of Finance and Corporate Services advised that the forecast for the current financial year was a £9.5m deficit, which included inflationary pressures such as energy costs, and highlighted that income in most areas showed signs of recovery and was ahead of budget.

It was noted that the individual Business Units were performing well, however, the Emirates Spa was behind budget as a result of not being operational for the full year. The Board was also reminded that the Business Units were not part of core funding and were expected to generate enough income to support their own operation.

With regards to costs outside the baseline budget of £110.5m the report set out the costs of £7.9m to be removed and each service areas contribution, which it was highlighted was reliant on workforce planning.

After consideration the Board noted the content of the report and the financial results to Period 11.

**(5) Unrestricted Reserves Policy agreed.**

The Board was presented with a report which asked them to approve the Unrestricted Reserves Policy.

The paper advised that the Audit Committee had considered the proposed policy at their meeting on 1 December 2022 and agreed to recommend to the Board for approval.

After consideration the Board:

- (i) agreed to approve the Unrestricted Reserves policy, previously revised to reflect the reduction of external income likely to be achieved until economic recovery from Covid-19; and
- (ii) agreed that Glasgow Life should continue with the reserves target of 1.5% achieving a minimum of 0.5% of total income.

**(6) Glasgow Life Board – Report by Harper Macleod noted and agreed.**

There was presented a paper which provided the Board with the final report prepared by Harper Macleod LLP in relation to the Glasgow Life Board skills review and training assessment.

The Head of Business and Strategy highlighted that the Board were being asked to approve the proposed approach to the recruitment of new Board Members. She drew attention to the questionnaire responses noting that the two areas which had scored lowest related to diversity and representation on the Board and the lack of a process for examining the performance of the Board and Sub-committees.

After consideration the Board:

- (i) noted the content of the report; and
- (ii) agreed to approve the proposed approach to future recruitment of Board members as set out in the report.

**(7) Scottish Fire and Rescue Service ‘Time for Change’ Initiative noted.**

The Board was presented with a report which provided an overview of Scottish Fire and Rescue Service ‘Time for Change’ initiative which was due to be implemented on the 1 April 2023.

It was advised that in terms of the Glasgow Life estate prioritisation would be given to heritage buildings and those which house collections. Engagement would continue with the Fire and Rescue Service in relation to guidance and any staff training which may be required.

The Board was also informed that this had already been implemented in other areas of the UK and any data available would be useful to inform any potential impact of the changes.

After consideration the Board noted:

- (i) the actions taken to date and the planning in place to support the implementation of the new protocols by Scottish Fire and Rescue Service; and

- (ii) that reports had been submitted to the Health & Safety Sub-committee and that forum would continue to receive update reports on the implementation.

**(8) Glasgow Life Environmental and Sustainability Policy and Energy Plan agreed.**

There was presented to the Board the Glasgow Life Environmental and Sustainability Policy and the updated Energy Plan for approval.

Councillor Bruce proposed that the Policy should contain a commitment to sustainable sponsorship, it was however, advised that this was covered within the policy commitment to '*Ensure sustainability is considered when entering into partnership agreements*'.

It was also suggested by Councillor Bruce that consideration be given to rephrasing some of the policy commitments using more positive language, and that a specific reference to events be included.

After consideration the Board agreed to approve the policy and plan, with a final version reflecting comments made being circulated to the Board.

**(9) Scheme of Delegated Functions agreed.**

There was presented to the Board the revised Scheme of Delegated Functions, which it was advised had been recommended for approval by the Audit Committee.

The Board were informed that a fundamental review of the document had taken place over a number of months, and as referenced in the report a couple of minor changes had been made following review by the Audit Committee.

After consideration the Board agreed to approve the revised Scheme of Delegated Functions and noted that it would be reviewed on an annual basis.

**9. Live Well Pilot presentation noted.**

The Director of Sport, Libraries and Communities gave a presentation to the meeting in relation to the Live Well Pilot following the first 6 months of the project in the Calton Ward.

During discussion there were questions regarding self-referral awareness, what organisations were being engaged with, volunteering opportunities, and what ethnicities/languages were being presented. It was highlighted that a dashboard would be circulated providing further information.

After consideration the Board noted the content of the presentation and that further information would be circulated to the Board as requested.

**10. Reports for Noting**

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

There was presented a paper which updated the Board on matters relating to People, including industrial relations between Glasgow Life and Trade Unions, and the information provided within the People Scorecard.

After consideration the Board:

- (i) noted that across Glasgow Life there was continued trade union activity;

- (i) noted the information specified in the People Scorecard including the attendance and employee relations data;

**(2) Risk Register noted.**

There was presented a report which detailed the current risks to Glasgow Life and the organisation's approach to risk management.

After consideration the Board noted the content of the report.

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

A report was presented which provided the Board with an update on progress of projects included in the Capital Programme.

After consideration the Board noted the update provided with regard to projects within the Capital Programme.

**(4) Performance update noted.**

There was presented a report which provided the Board with information on the summary of performance from 1 April 2022 to 31 December 2022.

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

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

The Board noted the date of the next meeting was Wednesday 29 March.