

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 Tramway,
Glasgow on 22 November 2023

Present: Baillie Annette Christie (Chair from Item 4)
 Siobhan Nairn
 Anita Salwan
 John McCormick
 Shahid Hanif
 Councillor Laura Doherty
 Councillor Kieran Turner
 Councillor Holly Bruce
 Councillor Eva Bolander
 Susan Deighan (Chief Executive)

Attending: Jan Buchanan, Director of Finance and Corporate Services;
 Andrew Olney, Director of Libraries, Sport & Communities; Billy
 Garrett, Director of Director of Culture, Tourism and Events;
 Alex Harvie, Head of Marketing and Communications; Duncan
 Dornan, Head of Museums and Collections; Stephanie Colgan,
 Head of Human Resources; Lynda Campbell, Head of
 Business and Strategy; Katie Duffy, Senior Projects &
 Programmes Manager; Amy McGirr, Senior Policy Officer
 (Equalities, Diversity & Inclusion); Mark Harkness, Governance
 and Liaison Officer: all Culture and Sport Glasgow;.

Apologies: Lynn Bradley
 Iain MacRitchie

1. Welcome, notice and quorum, noted and agreed.

The Chief Executive 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 Iain MacRitchie and Lynn Bradley and welcomed Anita Salwan as a new Board Member.

3. Appointment of Chair 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 was held on 6 September 2023 and the Chair of the Board required to be appointed.

Susan Deighan nominated Baillie Annette Christie, and this was seconded by Anita Salwan. The appointment was unanimously agreed by the Board.

Baillie Christie at this point took the Chair for the rest of the meeting.

4. Appointments to Glasgow Life Sub Committees agreed

It was advised that the Chairs of the Audit Committee and Sub-committees required to be appointed.

The Board agreed the following appointments:

- Reappointment of chairs to the Sub-committees:
 - Lynn Bradley as Chair of the Audit Sub-committee.
 - Baillie Annette Christie as Chair of the Equality, Diversity and Inclusion Sub-committee.
 - Iain MacRitchie as Chair of the Future Planning and Scrutiny Sub-committee.
 - Councillor Laura Doherty as Chair of the Health & Safety Sub-committee.

The Board agreed the appointment of Anita Salwan as a member of the Audit Sub-committee and a member of the Equality, Diversity and Inclusion Sub-committee.

5. Appointments to the Glasgow Life Board noted.

The Board noted that a formal request for one appointment to the Glasgow Life Board (Glen Gribbon) will be made to the meeting of Glasgow City Council on 7 December 2023 and will include a request that Iain MacRitchie is reappointed to the CSG Board.

6. Appointment of Directors to Culture and Sport (Trading) CIC agreed

The Chief Executive advised that Anita Salwan required to be appointed as a Director of Culture and Sport Glasgow (Trading) CIC.

Thereafter the Board agreed to appoint Anita Salwan as a Director of Culture and Sport Glasgow (Trading) CIC.

7. Declarations of Interest noted

There were no declarations of interest made.

8. Minute of Previous Meeting approved.

The minute of the Board meeting held on 6 September 2023 was submitted for approval.

The Board agreed to approve the minute as a correct record with one amendment to acknowledge the attendance of Anita Salwan as an observer.

9. **Matters Arising noted.**

Five matters arising were noted:

- In relation to paragraph 8 - Glasgow Life's ICT Provision – an update on Glasgow Life's ICT provision is Item 12 (7) of this meeting's agenda.
- In relation to paragraph 8 - Budget 2023-24 and Financial Recovery Update – an update on the ongoing discussions around the future of the Glasgow School of Sport will be brought to the Board in November. - This will be addressed in Item 12 (4) of today's agenda.
- In relation to paragraph 11 - An update on the status of RAAC (reinforced autoclaved aerated concrete) across the Glasgow Life estate is Item 13 (4) of today's agenda.
- In relation to paragraph 12 (8) - The Board are asked to **note** that an introduction to Glasgow Life's approach to Risk Management for new Board members took place on 9th November 2023.
- In relation to paragraph 11 (4) - In response to a suggestion by a Board member, the Director of Finance & Corporate Services agreed to investigate the feasibility of delivering an annual Mela on a smaller scale as a budget option. This will be addressed in Item 12 (4) of today's agenda.

10. **Draft Minutes noted.**

The draft minutes of the EDI Sub-committee of 10 October, the Health and Safety Sub-committee of 12 October and the Future Planning and Scrutiny Committee of 2 November 2023 require to be noted.

The Board noted the draft minutes as presented.

Councillor Bruce noted that an action from the EDI sub-committee for Glasgow Life Sport to follow up with a community group had not happened. The Director of Libraries, Sport & Communities agreed to follow this up.

11. **Chair's update noted.**

A written update from the Chair was circulated with the papers.

The Chair encouraged all Board Members to join her on visits to Glasgow Life facilities.

The Chief Executive agreed that a calendar of events will be circulated to the Board regularly to allow Board Members to make arrangement to join the Chair on visits to Glasgow Life facilities.

In response to a question the Director of Libraries, Sport & Communities agreed to present an audience breakdown for the Get Active Glasgow Podcast at the January Board.

The Board noted the written update by the Chair.

12. Reports for Approval and Discussion

(1) EDI Strategy and Action Plan 2023 approved.

The Senior Policy Officer (Equalities, Diversity & Inclusion) delivered a presentation on the Glasgow Life Equality, Diversity and Inclusion Strategy and Action Plan.

The EDI Strategy and Action Plan was well received, in particular the development of the Trans Inclusion Policy, but it was noted that Glasgow Life's data return rate on My Portal is low.

The Senior Policy Officer (Equalities, Diversity & Inclusion) noted that although this does need some work Glasgow Life gathers better data for recruitment via Myjobscotland and for Volunteers.

It was noted that the EDI Strategy and Action Plan was comprehensive and used clear language, but the beginning of the document and the introduction did not mention women and girls. The Senior Policy Officer (Equalities, Diversity & Inclusion) confirmed that this amendment would be made.

In response to questions around the timings and oversight of the EDI Action Plan the Director of Finance and Corporate Services informed the Board that some actions in the plan are dependant on other actions being completed first and noted that implementation would be overseen by the EDI Sub-committee and the GL Board.

Shahid Hanif asked if the EDI Action Plan would be produced in languages other than English to make it more accessible to people who don't speak English as a first language.

In response to a question the Senior Policy Officer (Equalities, Diversity & Inclusion) agreed to investigate the feasibility of producing the EDI Action Plan in language other than English to make it more accessible to people without English as a first language.

The Senior Policy Officer (Equalities, Diversity & Inclusion) confirmed that Glasgow Life has not engaged with faith groups yet, but this will be part of the future plan. Councillor Turner offered to advise on groups who would contribute.

After consideration the EDI Strategy & Action Plan was approved.

(2) Cultural Strategy Update approved.

The Senior Projects and Programmes Manager – Arts and Music, delivered a presentation on Glasgow's Cultural Strategy.

In response to concerns raised by Board Members about the number of responses to the Cultural Strategy Consultation the Senior Projects and Programmes Manager – Arts and Music, confirmed that although there has been no face-to-face consultation with the public since Covid, the Cultural Strategy has built on consultation work undertaken from 2019 and 2020.

After consideration the Board approved the initial draft of Glasgow's Culture Strategy.

(3) Museums and Collections Governance and Reporting noted

The Board noted the requirement of the documents and their approval by Glasgow City Council as governing body, the indicative timeline to achieve approval of the documents and the submission dates for Museum Accreditation renewal applications.

(4) Budget Options 2024-27 noted and approved

The Board noted that the contents of this report had been scrutinised by the Future Planning and Scrutiny Committee on 2 November 2023 who recommended their submission to Glasgow City Council subject to Board approval.

In response to a question about whether an Equality Impact Assessment had been carried out for each option the Director of Finance and Corporate Services confirmed that at this stage only a high-level assessment has been carried out, indicating whether there will be an impact for each option. If an option is taken up by Glasgow City Council then a full Equality Impact Assessment will be conducted.

The Board considered and approved the submission of Budget options detailed in the report to Glasgow City Council.

(5) Financial Position and Recovery Paper noted

There was presented to the Board a paper outlining Glasgow Life's Financial Position and Recovery and the Board were informed that this paper had been previously considered by the Future Planning and Scrutiny Committee on the 2 November 2023.

After consideration the Board noted the contents of the 2023-24 Financial Performance and Recovery Update.

(6) Colleague Survey 2023 noted

The Head of Human Relations noted that this year's survey had a 40% return rate, which compares well with similar surveys on Survey Monkey.

It was requested that numbers rather than percentages could be provided to give a clearer picture of response rates, and it was agreed that these would be provided at the Board Meeting in January 2024.

In response to a question the Head of Human Relations noted that actions are monitored throughout the year.

The Board considered the results of the Colleague Engagement Survey and noted that progress on the development of commitments across teams will be shared in future People updates to the Board.

(7) ICT Update noted

Councillor Turner offered to meet with the Director of Finance and Corporate Services and the ICT Business Partner to discuss this.

The Board noted the current performance of Glasgow Life's ICT contract and that further reports on specific ICT proposals will be provided to the Board at future dates including an ICT Strategy.

A full report will be brought to the Board in January 2024.

13. Reports for Noting

The Chair noted that no questions about the following papers had been received prior to the meeting but that questions submitted afterward would be responded to.

The Chief Executive advised that in future, if questions on papers for noting are submitted prior to the meeting a response will be shared at the Board meeting.

- (1) **Glasgow Community Learning and Development Strategic Partnership Annual Report 2022-23 noted.**

The Board noted the content of this report.

- (2) **Visitor Levy (Scotland) Bill 2023 Scottish Parliament Consultation Response noted.**

The Board noted the content of this report.

- (3) **Glasgow Life Response to The National Events Strategy Consultation noted**

The Board noted the content of this report.

- (4) **Reinforced autoclaved aerated concrete (RAAC) Update noted**

The Board noted the content of the report status of those venues affected and the next steps to be taken.

- (5) **People Update noted.**

The Board:

- Noted that across Glasgow Life there continues to be trade union activity.
- Noted the information specified in the report including the attendance and employee relations data;
- Noted the implementation of the 2023/4 pay award.

- (6) **Risk Register noted.**

The Board noted the current high/very high risks to Glasgow Life.

- (7) **Capital Programme update noted.**

The Board noted the content and updates within this report.

- (8) **Performance Update noted.**

The Board noted the update on performance.

14. **John McCormack Final Meeting**

The Chair noted that this was John McCormack's last Board Meeting and took the opportunity to thank him both personally, and on behalf of the Board, for his guidance and support.

15. **Date of Next Meeting noted.**

The Board noted that the next meeting will take place on Wednesday 31 January 2024 at 10am.

2024 Board dates are:

Wednesday 31 January 2024
Wednesday 27 March 2024
Wednesday 19 June 2024
Wednesday 4 September 2024
Wednesday 20 November 2024