

**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 Woodside Library, Glasgow on 23 November 2022 at 10.30am.

Present: Bailie Annette Christie (Chair)  
Councillor Eva Bolander  
Councillor Holly Bruce  
Councillor Laura Doherty  
Iain MacRitchie  
Lee McConnell  
John McCormick  
Dilawer Singh MBE  
Councillor Kieran Turner (part meeting)  
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, and Elaine Galletly, Director of Legal and Administration, Glasgow City Council (Item 9(4) only).

Apologies: Siobhan Nairn

**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 Siobhan Nairn.

### **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 was held on 7 September 2022 and the Chair of the Board required to be appointed.

John McCormick nominated Bailie Annette Christie, and this was seconded by Councillor Holly Bruce. The appointment was unanimously agreed by the Board.

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

It was advised that a Vice-Chair, as well as the Chairs of the Audit Committee and Sub-committees required to be appointed.

Councillor Laura Doherty nominated Iain MacRitchie for the position of Vice-Chair, and this was seconded by Lee McConnell. The appointment was unanimously agreed by the Board.

In respect of the Chair of the Audit Committee, Dilawer Singh nominated Councillor Laura Doherty, and this was seconded by Councillor Kieran Turner. The appointment was unanimously agreed by the Board.

With regard to the Chair of the Health and Safety Sub-committee, Bailie Christie nominated Lee McConnell, and this was seconded by Iain MacRitchie. The appointment was unanimously agreed by the Board.

In respect of the Chair of the Equalities, Diversity and Inclusion Sub-committee, Lee McConnell nominated Bailie Annette Christie, and this was seconded by John McCormick. The appointment was unanimously agreed by the Board.

With regard to the Chair of the Future Planning and Scrutiny Sub-committee, Councillor Bolander nominated Iain MacRitchie, and this was seconded by John McCormick. The appointment was unanimously agreed by the Board.

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

There were no declarations of interest made.

### **5. Minute of Previous Meeting approved.**

The minute of the Board meeting held on 7 September 2022 was submitted for approval.

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

### **6. Matters Arising noted.**

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

## 7. **Draft Minutes noted.**

The draft minutes of the Audit Committee of 30 August 2022, the Health and Safety Sub-committee of 2 November 2022, and the Future Planning and Scrutiny Sub-Committee of 7 November 2022 were submitted for information.

The Board noted the draft minutes as presented.

## 8. **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.

In relation to Museums, she mentioned the reopening of St Mungo's, and the official Royal Opening of the Burrell in October, and that she'd Chaired her first meeting of Repatriation and Spoliation of Artefacts Working Group

She congratulated the Conventions team for being given the award of the UK's Best Convention Bureau for the 16<sup>th</sup> year in a row, and also mentioned the launch in October of the Sustainable Tourism and Conventions Action Plan.

It was advised that 18 community facilities had now reopened, and some of the designated welcome places were also up and running.

In relation to Sport it was highlighted that the women and girl's cycling participation programme had launched on 12 October, and a Civic Reception had taken place for UCI Cycling World Championships on 27 October.

Specifically in relation to tennis, the success of the Davis Cup and Billie Jean King Cup, both held at Emirates Arena was noted, as well as the opening of tennis courts in Garrowhill, soon to be followed by courts at Maryhill.

Finally, it was advised that the City Administration Committee had considered and agreed the City's support of the joint UK and Ireland bid to host the 2028 UEFA European Football Championships.

The Board noted the verbal update by the Chair.

## 9. **Reports for Approval and Discussion**

### **(1) Glasgow Life Budget Options 2023/24 approved.**

There was presented to the Board an overview of the proposed Glasgow Life budget options as part of planning for 2023/24.

It was advised that the proposed options had been discussed at the Future Planning and Scrutiny Sub-committee on 7 November 2022, and the Chief Executive and Director of Finance and Corporate Services presented the options in detail to Elected Members at the GCC Cross Party Working Group on 22 November 2022.

The Director of Finance and Corporate Services took the Board through each of the budget options, with these being discussed by the meeting in detail, particularly in relation to the delivery of events, and adult learning.

It was indicated the importance of the recovery plan in order to regain income in future years to support service delivery.

After discussion the Board agreed to approve the proposed budget options to be presented to Glasgow City Council.

**(2) Glasgow Life Recovery Plan noted.**

There was presented a report in relation to Financial Recovery which provided the results for the period 1st April 2022 to 21<sup>st</sup> October 2022 (period 8) and an early full year forecast, information on how external income was performing against the £22.0m budget and £27.4m income target, as well as separate monitoring of business units.

The paper also set out the Forecast position of costs which sit outside the £110.5m baseline budget and the plans to remove these costs including the process for the implementation of workforce change and associated proposed timescales.

After consideration the Board noted the contents of the report including Period 8 financial results, and the appendix previously scrutinised by the Future Planning and Scrutiny Sub-Committee.

**(3) Interim Report on the Work in Progress by Harper Macleod relating to the Glasgow Life Board noted and agreed.**

A paper was presented which provided the Board with sight of the interim report by Harper Macleod on the initial exercise carried out in relation to the Glasgow Life Board.

The Chief Executive thanked Board members for their engagement with the consultation which had taken place so far, and highlighted that the report asked the Board to give their approval for the future recruitment of Board members.

After consideration the Board:

- (i) noted the interim report by Harper Macleod on the initial exercise carried out in relation to the Glasgow Life Board; and
- (ii) agreed the proposed approach with regard to the future recruitment of Board members.

**(4) Glasgow City Council Review of Glasgow Life noted.**

Elaine Galletly, Director of Legal and Administration, Glasgow City Council provided a verbal update in support of a briefing paper provided to the Board in relation to the Glasgow City Council review of Glasgow Life.

She set out the initial context of the review and the four phases which the review had been split into due to the complexity of Glasgow Life and spoke through the summary of actions identified during the review.

The Board were advised that the final report and recommendations would not be presented to GCC's City Administration Committee on 1 December as intended and would now be considered at a meeting of the Committee in the New Year.

Discussion during the item focused on the constitution and membership of the Board welcoming the view that more consideration be given to the skill set of directors in particularly Partner

Directors, and also that there is more commitment to retention. The Board also expressed the view that the Elected Members on the Board provided the link on behalf of local communities.

After consideration the Board noted the verbal update and the briefing note.

#### 10. **European Capital of Sport presentation noted.**

The Director of Sport, Libraries and Communities gave a presentation to the meeting in relation to Glasgow being the European Capital of Sport for 2023.

It set out the aim that Glasgow be recognised as a world leader in harnessing the power of sport and physical activity to change lives for the better.

The promises contained within Glasgow's bid had been to change lives through school sport, community sport, and health sport.

It was highlighted that improving overall health and wellbeing, including mental health would form part of the objectives, as well as involving and engaging communities.

After consideration the Board noted the content of the presentation.

#### 11. **Reports for Noting**

##### **(1) Welcoming Places and Community Facilities Reopening noted.**

There was presented a report which updated the Board on the re-opening programme for Community Venues and Welcoming Places.

After consideration the Board noted the content of the report.

##### **(2) Glasgow Club Staff Offer noted.**

A report was presented which advised the Board of the planned implementation of a staff rate for membership of Glasgow Club for employees across Glasgow Life and the wider Glasgow City Council family.

After consideration the Board noted the content of the report.

##### **(3) 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, the People Scorecard, Pay and Grading, and the implementation of the Scottish Living Wage and 2022/3 Pay Award.

After consideration the Board:

- (i) noted that across Glasgow Life there was continued trade union activity;
- (iii) noted the information specified in the People Scorecard including the attendance and employee relations data;
- (iv) noted the update on the work underway to develop a new Pay and Grading scheme by Glasgow City Council;
- (v) noted the implementation of the Pay Award for 2022/23.

**(4) Risk Management noted.**

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

After consideration the Board noted the content of the report.

**(5) 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.

**(6) 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 October 2022.

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

**11. Meeting Dates for 2023 noted.**

The Board noted the proposed meeting dates for 2023 were:

- Wednesday 25 January
- Wednesday 29 March
- Wednesday 21 June
- Wednesday 6 September
- Wednesday 22 November