

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)

DRAFT MINUTE of a MEETING of the Board of
Directors of Culture and Sport Glasgow held in The
Bridge on 27 March 2024

Present: Baillie Annette Christie (Chair)
 Anita Salwan
 Glen Gribbon
 Shahid Hanif
 Lynn Bradley
 Iain MacRitchie
 Councillor Holly Bruce
 Councillor Laura Doherty
 Councillor Kieran Turner
 Susan Deighan (Chief Executive)

Attending: Jan Buchanan, Director of Finance and Corporate Services;
 Andrew Olney, Director of Libraries, Sport & Communities; Billy
 Garrett, Director of Culture, Tourism and Events; Alex Harvie,
 Head of Marketing and Communications; Lynda Campbell,
 Head of Business and Strategy; Ewan Storie, Head of Finance,
 ICT and Retail, Isabel Brown, Head of Infrastructure Support;
 Mark Harkness, Governance and Liaison Officer: all Culture
 and Sport Glasgow.

Apologies: Councillor Eva Bolander
 Siobhan Nairn

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 Eva Bolander and Siobhan Nairn.

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 31 January 2024 was submitted for approval.

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

5. **Matters Arising noted.**

Four matters arising were noted:

- **In relation to EDI Action Plan (additional Languages)** – The Director of Finance and Corporate Services noted that, after discussion, the EDI Steering Group recommend following best practice and matching NHS and HSCP examples when reproducing the EDI Strategy and Action Plan in additional languages.
- **Culture Strategy** – The Director of Culture, Tourism and Events stated that the Culture Strategy had been received very positively and approved by Glasgow City Council’s City Administration Committee on 7 March 2024.

Glasgow Life are now working with the Culture Forum to finalise design, format, date and venue for the launch which is expected to be in May or June 2024.

The Chair noted that there was also a positive response to the Culture Strategy at the last ‘Spare a Minute’ session.

In response to an enquiry about the promotion of the Culture Strategy the Chief Executive noted that the purpose of the Culture Strategy is to set out the cultural priorities and areas of focus for the city and not just Glasgow Life. The action plan that will follow will set out how these priorities will be delivered.

- **Quantification of the contribution of core Glasgow Life resources to major events** – The Director of Finance and Corporate Services noted that this information is being finalised for the UCI Cycling World Championships and the World Indoor Athletics Championships information is expected to be finalised in the next few weeks. A report will be presented to the Glasgow Life Board on 4 September 2024.
- **Staff Attendance** – The Director of Finance and Corporate Services noted that a report on staff attendance will be presented to the Glasgow Life Board on 19 June 2024.

6. **Draft Minutes noted.**

The draft minutes of the Future Planning and Scrutiny Committee of 6 March 2024 were presented for noting.

The Board noted the draft minutes as presented.

7. Chair's update noted.

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

The Board noted the written update by the Chair.

8. Glasgow Life Event Strategy Presentation noted.

The Director of Culture, Tourism and Events delivered a presentation to provide an update on the development of the new city Event Strategy.

The presentation shared initial findings from the public consultation and meetings with key stakeholders. A timeline for the conclusion of the work was also included.

Initial findings will be presented to Glasgow City Council's Wellbeing, Equalities, Communities, Culture and Engagement (WECCE) Committee and to the Glasgow Event Board in May 2024.

The final draft strategy will be brought to the Glasgow Life Board on 19 June 2024 for the Board to approve its submission to the City Administration Committee (CAC) in August 2024, prior to publication in August 2024.

Responding to an enquiry relating to governance and approvals the Director of Culture, Tourism and Events noted that a review of approval routes and authorisations for events will be covered in the draft strategy and will seek to clarify the process for external event organisers.

In response to a question about maximising legacy from events the Director of Culture, Tourism and Events stated that this will be built into the development framework but noted that some events are focussed on engagement while others are focussed on economic priorities.

The Director of Culture, Tourism and Events said that the strategy will align to Glasgow City Council's strategic priorities.

In response to a question about gaps in consultation the Director of Culture, Tourism and Events noted that some areas of consultation are stronger than others and that there were some gaps. Glasgow Life will undertake further engagement with organisations representing these particular under-represented groups,

In response to an enquiry relating to the effect of Brexit on events the Director of Culture, Tourism and Events said that Brexit had added costs and complexity within the supply chain and across the sector which have to be factored into event timelines and budgets but that the overall impact on Glasgow's ability to attract and host events seems minimal.

The Board were asked to note that developing a more sustainable approach to the delivery of events is a key priority for Glasgow Life and will be an area of focus in the new strategy. As an example, Glasgow Life has been working very closely with Glasgow City Council on a strategy around the protection of bio-diversity and the environment in Parks during major events.

The Director of Culture, Tourism and Events agreed to circulate a copy of the presentation after the meeting.

The Board **noted** the content of this presentation and looked forward to presentation of the final strategy in June.

9. Reports for Approval and Discussion

(1) Business Plan and Budget Submission 2024/25 approved.

The Board was presented with the budget for 2024/25 for approval.

Since March 2021, Glasgow Life has operated under a financial guarantee with total expenditure under-written by Glasgow City Council. This will end on the 31 March 2024 and Glasgow Life are now operating within a sustainable budget, based on service fee from Glasgow City Council and earned income.

With adjustments the base service fee for 2024/25 is £82.3m with an income target of £32.1m, resulting in a core budget for 2024/25 of £114.4m.

In addition, a further one off £1m has been allocated through the service fee for Improving Public Health which will be used to roll out the Live Well Community Referral programme and managed through restricted funding.

The Board **approved** the draft budget for 2024/25, noting that utilities pressure will be managed in-year.

(2) Recovery Plan and Financial Update reviewed.

There was presented a report providing the Board with a full year forecast position for 2023/24 and an update on financial recovery.

It was agreed that in future the Business Units be reported for review to the Future Planning and Scrutiny Sub-committee who would then report to the Glasgow Life Board by Exception.

This would form part of the work programme of the Future Planning and Scrutiny Sub-committee.

including:

1. Year to date financial results for accounting period 12 - 1 April 2023 – 9 February 2024.
2. Income analysis and target monitoring
3. Update on deficit funded activities which sit out with the £116.2m 2023-24 baseline budget.
4. Separate monitoring of six previously identified Business Units.
5. Progress and update on the impact of 2023-24 budget options
6. An update on Glasgow Life's restricted income

The in year financial performance will be shown from three different perspectives:

1. Year-to-date and full year variance percentage by spend category.
2. Year-to-date and full year variance percentage by service area.
3. A statement of movement from the previously reported year to date and full year variances by spend category.

The Glasgow Life Board **reviewed** and **noted** the contents of this report.

(3) ICT Strategy and Action Plan approved.

The Board were presented with Glasgow Life's ICT Strategy and Action Plan which required approval.

The Board were informed that the strategy was developed in consultation with key partners within Glasgow Life and Glasgow City Council (GCC), articulating that its vision and purpose was to continue to harness the power of technology to enable Glasgow Life to achieve its charitable vision.

In response to a question regarding accessibility and inclusion particularly for older people without access or skills to use ICT based services the Director of Libraries, Sport & Communities said that customers can still engage with Glasgow Life through analogue channels and that Service Teams can support customers to access Glasgow Life services digitally. DigiPals Volunteers also help customers with setting up accounts and accessing services.

Responding to a question about how Glasgow Life's ICT Strategy links to the GCC strategy and how Glasgow Life can ensure its interests are represented, the Director of Finance and Corporate Services said that a Business Architect from GCC will assist with delivery of the ICT Action plan.

The Chief Executive noted that having a strategy which highlights Glasgow Life's ICT requirements will help clarify the relationship with GCC and inform GL's requirements as part of GCC's Future of ICT project.

In response to an enquiry on how staff are being upskilled to make best use of new technology the Director of Finance and Corporate Services said that training was a consideration and for example, the Digital Development Team are working on MS Office 365 training resources to upskill staff.

The Board **approved** the ICT Strategy and Action Plan.

(4) Gender Pay Gap Reporting noted and approved.

The Board were presented with the data produced as part of Glasgow Life's most recent workforce Gender Pay Gap exercise, which reflected the position as at 5 April 2023.

It was noted that Glasgow Life's position is positive in relation to Gender Pay Gap with more female staff in higher paid roles and a 50/50 split between male and female generally.

In response to a question about whether similar reports are produced for staff with other protected characteristics the Director of Finance and Corporate Services said they are not because current systems do not gather the necessary base data.

It was also noted that work is being carried out by the Equality, Diversity and Inclusion (EDI) Steering Group and EDI Sub-committee to identify improvements in how data is gathered.

Replying to a question on whether the data is monitored year on year to identify trends the Director of Finance and Corporate Services said that we do monitor this although the data is generally consistent year on year.

The Board **noted** the information presented within the report, **approved** the 2023 Gender Pay Gap figures for submission to the Government Equalities Office and **approved** the publication of the same Gender Pay Gap figures and corresponding infographic on both Glasgow Life's external website and staff intranet platforms.

(5) People's Palace Update noted.

There was presented to the Board a report including an update on the vision and objectives of the People's Palace and Winter Garden project and recent activity.

The Board were informed that the building will close to visitors on Sunday 14 April 2024, the last day of the Spring school break. In the weeks leading up to closure a programme of talks and activities will take place, concluding with a special event on the final Sunday. The Glasgow Life Museums team are liaising with the Friends of Peoples Palace, Winter Gardens, Glasgow Green (PPWGGG) on their contribution to the closure programme.

The Board **noted** the People's Palace update.

(6) Capital Planning considered.

There was presented a paper which updated the Board on the capital investment plan across the Glasgow Life estate which included an overview of the property estate and the current capital plans.

Responding to a question on costs of mothballed properties the Head of Infrastructure Support noted that Glasgow Life has no mothballed properties but does have non operational venues. Costs will vary as each venue has differing requirements but costs are not expected to be high.

Responding to questions relating to specific venues including Toryglen Football Centre the Head of Infrastructure Support said that capital investment is challenging across Glasgow Life venues and that the focus is on compliance.

The Board will continue to be updated through the regular Capital Programme report which is a standing item on the agenda.

The Board **considered** and **noted** the content of this report.

(7) Equal Pay noted and approved.

There was presented a paper updating the Board on equal pay and job evaluation and requesting approval for the detailed oversight of this in relation to Glasgow Life be delegated to Glasgow Life's Future Planning and Scrutiny Sub-committee with updates provided to the Glasgow Life Board at its meetings.

In section 1.8 the circulated paper reads "Glasgow Life **does know** the number of claims or value of claims settled by Glasgow City Council as part of this process".

The Director of Finance and Corporate Services noted that this was an error, and the passage should read:

“Glasgow Life **does not know** the number of claims or value of claims settled by Glasgow City Council as part of this process”.

The Board **noted** the background to Equal Pay and decisions already made, **noted** the current workload and activity to implement the new Job Evaluation scheme and subsequent pay and grading activity and **approved** that regular and detailed updates will be provided to the Future Planning & Scrutiny Committee.

(8) Scheme of Delegation Update reviewed and approved.

There was presented to the Board for approval the amendments to the Scheme of Delegated Functions which had been approved by the Audit Sub-committee on 20 March 2024.

Updates to the Scheme of Delegated Functions were proposed to reflect changes the structure of the company and to deliver a recommendation of the Internal Audit of Sports Centre Access and Membership Management.

Amendments are on pages 73-75, 84, 93 and 124 -125.

The Board **reviewed and approved** the proposed update to the Scheme of Delegated Functions.

(9) People Update noted and approved.

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.

In relation to a question about why changes to employment legislation must be brought to the Glasgow Life Board as Glasgow Life have to adopt these changes to comply with the law, the Director of Finance and Corporate Services noted that, although the employment legislation changes are mandatory Glasgow Life is still required to follow the process laid out in the Scheme of Delegation. It was agreed that the Scheme of Delegation would be reviewed in relation to these types of legislative changes.

The Board **noted** that across Glasgow Life there continues to be trade union activity, **noted** the information in the report, **approved** the implementation of the real Living Wage from 1 April 2024, **approved** the updates to the relevant Glasgow Life policies and **noted** the commitments made by the Leadership Team following the 2023 Colleague Survey.

10. 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.

(1) Response to Scottish Government CLD Stakeholder Consultation noted.

There was presented to the Board a report detailing Glasgow Life’s response to the Scottish Government CLD Stakeholder Consultation.

The Board **noted** the contents of the report.

(2) Glasgow Life's report to the GCC Operational Performance and Scrutiny Committee noted.

There was presented to the Board an update on Glasgow Life's report to Glasgow City Council's Operational Performance and Scrutiny Committee on 7 February 2024.

The Board **noted** the contents of this report and the progress of the commitments within the GCC Strategic Plan which are led by Glasgow Life.

(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.

The Board **noted** the content of the Capital Programme Update.

(4) Business Plan Update noted.

A report was presented which provided the Board with an update on Glasgow Life's Business Plan.

The Board **noted** the contents of the update report.

(5) This item was moved to Item 9 (9)

(6) Risk Register noted.

There was presented a report which detailed the current risks to Glasgow Life identified as being in the high/very high risk categories.

The Director of Finance and Corporate Services informed the Board that Glasgow Life are undertaking a review of the risk register to give a more strategic overview. A work plan is in place and Glasgow Life Board members are advising. A proposal will go to the Audit sub-committee on 22 August 2024 and then to the Glasgow Life Board on 4 September 2024.

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

(7) Performance Update noted

There was presented a report which provided the Board with information on the summary of performance from 1 April 2023 to 29 February 2024.

The Board **noted** the update on performance.

11. Date of Next Meeting noted.

The Board noted that the next meeting will take place on Wednesday 19 June 2024 at 10am.