

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 St Mungo
Museum, Glasgow on 20 November 2024

Present: Baillie Annette Christie (Chair from Item 4)
 Siobhan Nairn
 Shahid Hanif (Arrived for item 10)
 Glen Gribbon
 Iain MacRitchie (via Teams)
 Councillor Kieran Turner
 Councillor Holly Bruce
 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; Iain
 McPhie, Head of Development; Lynda Campbell, Head of
 Business and Strategy; Mark Harkness, Governance and
 Liaison Officer: all Culture and Sport Glasgow.

Apologies: Lynn Bradley
 Anita Salwan
 Councillor Laura Doherty
 Councillor Eva Bolander

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 and Lynn Bradley, Anita Salwan, Councillor Laura Doherty and Councillor Eva Bolander.

3. Appointment of Chair Agreed

The Chief Executive noted that the Annual General Meeting was held on 4 September 2024 and the Chair of the Board required to be appointed.

Susan Deighan nominated Baillie Annette Christie. The appointment was unanimously agreed by the Board.

Baillie 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.

Baillie Christie nominated Iain MacRitchie as Vice Chair. The appointment was unanimously agreed by the Board.

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:

- Appointments to Sub-committees:
 - Councillor Laura Doherty to stand down from the Health and Safety Sub-committee.
 - Councillor Laura Doherty to join the Audit Sub-committee.
 - Councillor Kieran Turner to join the Health and Safety Sub-committee.
 - Councillor Kieran Turner to stand down from the Audit Sub-committee.
 - Siobhan Nairn to join the Nominations Sub-committee.

- Appointment 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 Kieran Turner as Chair of the Health & Safety Sub-committee
 - Baillie Annette Christie as Chair of the Nominations Sub-committee.

5. Declarations of Interest noted

There were no declarations of interest made.

6. Minute of Previous Meeting approved.

The minute of the Board meeting held on 4 September 2024 was submitted for approval.

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

7. Matters Arising noted.

There was one matter arising to be noted:

From the Board meeting of 31 January 2024:

Item 10 - Contribution of Core Glasgow Life Resources to Major Events –It was noted that a paper was scheduled for later in the meeting.

8. Draft Minutes noted.

The Board noted the draft minutes of the Future Planning and Scrutiny Sub-committee held on 15 October 2024 and the EDI Sub-committee of 24 October 2024.

9. Chair's update noted.

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

10. Chief Executive's Update

The Chief Executive provided a verbal update, focussing on emerging issues and challenges, as well as opportunities and key meetings that have taken place since the last meeting of the Board.

The Board **noted** the content of this update.

11. Presentation – Glasgow Life Brand Update

The Head of Marketing and Communications and the Head of Development delivered a presentation on Glasgow Life's Brand Update.

This noted that the Glasgow Life brand was originally positioned as a backgrounder brand making it hard to understand the scale and breadth of Glasgow Life's charitable impact in the city.

Building on the Alan Clayton work in 2018/19, a three-step process has been underway to position Glasgow Life as a leading charity.

This journey to a passionate cause moves through

- Brand Awareness – where audiences closely identify with the brand
- Brand Love – where audiences closely identify with the brand
- A Passionate Cause – where audiences are inspired to actively engage/donate

Next steps will include:

- Brand roll-out in November and December 2024.
- Brand structure refinement in November and December 2024.
- A brand education campaign from January 2025.
- A "Fundraising Direct Ask" campaign in 2025.

In response to a question asking whether donations will go into restricted localised funds or a wider fund the Head of Development said that, in the main donations will go to a wider, unrestricted fund but that there will also be specific, restricted funds for some things.

Responding to a question asking how Glasgow Life can use advocacy as a tool to promote the brand, the Head of Marketing and Communications said the Glasgow Life has a wide range of services where colleagues meet the public every day and that brand development can be ignited by them.

In response to a question asking if any other organisations like Glasgow Life are carrying out similar work, the Head of Marketing and Communications said that although Glasgow Life is unique we do watch peers and work with other leisure trusts and organisations to monitor trends across the sector.

The Board noted the content of the presentation.

12. Reports for Approval and Discussion

(1) Glasgow Life Budget Strategy noted and approved.

There was presented a paper which provided an update on Glasgow Life's development of 2027-28 budget options, including income and expenditure options and proposals to address the underlying utilities pressure from 2025-26.

The Director of Finance and Corporate Services highlighted that:

For 2025-27 sufficient options have been identified to meet the spending gap. There is a focus on areas of budget pressure that are currently impacting service delivery. Options to address the utilities pressure have been developed.

2025-27 budget options already approved will be closely monitored to ensure they are fully deliverable. Alongside this, 2027-28 budget options have been developed to inform future budget discussions with Glasgow City Council. In addition, work is ongoing to establish where there are additional budget pressures that are affecting service delivery and income generation.

Responding to a question asking about Museums donations falling behind target the Director of Finance and Corporate Services said that this is due in part to a delay in rolling out the system for online donations which was caused by IT issues.

Answering a question on Museums Donations the Director of Finance and Corporate Services said that although this has been raised in previous years charging has not been possible due to legislation preventing it.

Responding to a question regarding another organisation moving into GoMA the Director of Finance and Corporate Services noted that a plan is still being developed for the Royal Highland Fusiliers Museum to share the venue.

Responding to a question regarding online booking for tennis courts the Director of Finance and Corporate Services said that it was important to find ways to keep facilities available to our customers and that this is the best option to keep the facilities operating.

The Board noted the contents of the report and approved that they are submitted to Glasgow City Council for consideration.

(2) 2024-25 Budget and Financial Performance noted.

There was presented a paper updating the Board on 2024-25 financial performance as at P7 20 September 2024 including business units and budget options.

The Director of Finance and Corporate Services highlighted that:

The underlying position at the end of Period 7, net of utilities pressure, is a surplus of £1,608k against a budgeted surplus of £938k.

The main budget pressure is a result of high energy costs being incurred.

The current forecast position is a deficit of £4.2m which is total expected energy pressure to year ending 31 March 2025.

2024-25 budget options – six of eight are on track to be delivered in full. There are two options which are tracking behind, updates are included.

In response to a question regarding whether Glasgow Club membership sign ups could continue to slow and then fall, the Director of Libraries, Sport & Communities said that overall trends are positive and that the slowing of membership sign ups is cyclic and happens at this time of year but that membership sales are closely monitored.

The Board noted contents of the report. A further update will be presented 29 January 2025.

(3) Commonwealth Games 2026 Update noted.

A report was presented which provided an update on Commonwealth Games 2026.

The Director of Director of Culture, Tourism and Events highlighted that:

The Australian State of Victoria was awarded the Commonwealth Games 2026 and in July 2023 announced that due to projected cost over-runs could no longer host the event. The Commonwealth Games Federation (CGF) invited proposals from other countries, which is when Commonwealth Games Scotland (CGS) contacted Glasgow Life to discuss the development of a new delivery model for the Games.

The new model would cost substantially less to deliver, consisting of fewer events. All funding for the new delivery model is proposed to come from the CGF and commercial arrangements. Glasgow Life has been supporting CGS in developing the costings for the new model.

A reimagined Commonwealth Games will now take place in Glasgow from 23 July to 2 August 2026, with a 10-sport programme, fully integrating para competitions, across four venues – Emirates Arena/ Sir Chris Hoy Velodrome, Scotstoun Stadium, Tollcross International Swimming Centre and the Scottish Events Campus (SEC).

CSG/CGF have committed to a capital works programme to the event venues operated by Glasgow Life – Scotstoun Stadium, Emirates Arena/Sir Chris Hoy Velodrome and Tollcross International Swimming Centre.

A citywide governance structure has been established to oversee and deliver the city's commitments to the Commonwealth Games 2026 and Glasgow Life is leading on discussions around the venues, capital programme and potential additional requests of the city, including delivering a cultural activation programme and volunteering.

Glasgow Life will play a key role in the success of the Commonwealth Games 2026, and while plans continue to develop, a key legacy for the city will be securing investment into a capital programme for key event venues managed by Glasgow Life.

In response to a question relating to possible reputational damage caused by scaled back games the Director of Culture, Tourism and Events noted that comms and language are focused on a new, sustainable model for the games and protecting their long term future.

The Board noted the contents of the paper.

(4) Creative Scotland Multi Year Fund Update noted.

There was presented a paper updating the board on the latest position regarding seven funding bids that Glasgow Life has submitted to Creative Scotland's Multi Year Fund.

The Director of Culture, Tourism and Events highlighted that:

£4.9m has been requested by Glasgow Life from Creative Scotland's Multi Year Fund (2025/26, 2026/27 and 2027/28).

The outcome of these funding bids will have a significant impact on the festivals/venues/programmes in scope. These are Celtic Connections, Tramway, Glasgow International, Aye Write, Glasgow Mela, Merchant City Festival, and the Creative Communities programme.

It is likely that a significant proportion of Glasgow Life's funding ask will not be realised.

The decision on funding has been delayed by three months to January 2025, causing delays to key recruitment and procurement processes.

Scenario planning for each of the festivals/venues/programmes in scope has identified key risks in the event of low/no award, including a risk of festival cancellation and venue closure.

Responding to a question about what Glasgow Life has received historically from Creative Scotland, the Director of Culture, Tourism and Events offered to circulate information to the Board.

In response to a question asking if any awards would be for specific projects or if they could be repurposed the Director of Culture, Tourism and Events said that any funding had to be used for specific projects as detailed in the application.

Responding to a question asking why decisions on funding had been delayed the Director of Culture, Tourism and Events noted that this is due to the Scottish Government's budget setting process.

The Board noted:

- that Glasgow Life has seven bids under consideration for Creative Scotland Multi Year Funding, with a combined value of £4.9m over three years (2025/26, 2026/27 and 2027/28)
- that the decisions relating to this fund have been delayed by three months, to the end of January 2025,
- that both this delay and the likelihood of low/no award for many of these bids has necessitated a process of scenario planning,
- that this process has identified several key elements of Glasgow Life's cultural offer which would reduce or cease if funding is not secured in January 2025.

(5) Glasgow's Physical Activity and Sport Strategy noted and approved.

The draft Glasgow Physical Activity and Sport Strategy 2025-2035 presented as part of the city's approval process.

The Director of Libraries, Sport & Communities highlighted that:

Glasgow Life has led the review and development of Glasgow's Physical Activity and Sport Strategy on behalf of Glasgow City Council. The aim is to develop a Strategy for Glasgow that would build a unifying vision in the city over the next decade.

A steering group and working group have been created to support the development of the Strategy and build the will to work collectively in its delivery. The groups are made up of representatives from organisations including Glasgow Life, Glasgow City Council (Education Services and NRS), Greater Glasgow & Clyde NHS, Glasgow HSCP, GCVS, Sport Scotland and Public Health Scotland.

The approach to strategy development has been focused on utilising the Public Health Scotland (PHS) framework, [A systems-based approach to physical activity in Scotland](#). This framework aims to improve levels of physical activity at both national and local level and is firmly founded on evidence based international guidance. The framework identifies eight key priorities considered vital to improve levels of physical activity and sports participation. These are reflected in the eight strategic priorities in the draft strategy.

Glasgow Life engaged consultants FMG, to support this work, including strategy/policy review, consultation and strategy development.

An extensive consultation process was undertaken.

A structured approval process has been developed. Glasgow Life will present to the Glasgow City Council Wellbeing, Empowerment, Community and Citizen Engagement Committee (WECCE) on 14 November 2024, and then to the Glasgow City Council City Administration Committee (CAC) in January 2025 for approval.

Glasgow Life and partners are developing plans to launch the strategy in March 2025.

Responding to a question about sending mixed messages by launching the strategy while some of our venues are closed or closing the Director of Libraries, Sport & Communities said that the strategy is city wide and provision is not only by Glasgow Life but by providers across Glasgow.

- The Board noted the current activity and timescale to deliver the Glasgow Physical Activity and Sport Strategy 2025-2035.
- The Board approved that Glasgow's Physical Activity and Sport Strategy be submitted to the City Administration Committee for approval.

(6) CLD Strategic Plan 2024-27 noted and approved.

A paper was presented to inform the Board of the content and actions of the Community Learning and Development Strategic Plan 2024-27, and to seek approval of the final draft document.

The Director of Libraries, Sport & Communities highlighted that:

The GCLDSP consultation survey received over 250 participant responses. Glasgow residents made up over half of all responses with young people making up the second highest returns.

Consultation respondents' key priorities for inclusion in the CLD Strategic Plan 2024-27 are:

- Mental and Physical Health and Wellbeing
- Employability Skills and Financial Inclusion
- Youth Services and Youth Voice
- Adult Learning, particularly Literacy, Numeracy, ESOL and Digital Inclusion
- Family Learning and Attainment and Achievement for Children and Parents/Carers
- Equalities representation through the voluntary and third sector organisations.

The CLD partners are committed to continue to increase the range and quality of provision and services within those priorities, reflected clearly in the objectives, outcomes, actions, and performance measures contained in the CLD Action Plans for the next 3 years.

The GCLDSP have taken cognisance of the refreshed priorities of the Glasgow Community Plan, (the Local Outcomes Improvement Plan (LOIP)), prioritising Family Poverty and Early Intervention with Families with children 0-5 years. CLD partners are committed to working in a multi-agency, coordinated way to maximise resources within those communities and use the local data to do that accurately. This ensures those most in need have access to learning and support opportunities where and when they require them.

The Plan also takes note of the Scottish Government Independent Review of CLD recommendations and may be updated within the life of the plan should the recommendations be accepted by the Scottish Government.

In response to a question asking if an action plan would be produced following approval of the CLD Strategic Plan the Director of Libraries, Sport & Communities said that work has already started on an action plan.

The Board:

- Noted the work carried out to produce the Community Learning and Development Strategic Plan 2024-27.
- Agreed to approve the final draft document; and

- Agreed that the final draft document, subject to any changes the Board may request, can be submitted to Glasgow City Council's Wellbeing, Equalities, Communities, Culture and Engagement Committee and thereafter Glasgow Community Planning Partnership Executive Group for approval.

(7) Glasgow Life Gaelic Arts Plan 2025-29 approved.

A paper was presented which updated the Board and requested approval to launch the Gaelic Arts Plan 2025-29.

The Director of Director of Culture, Tourism and Events highlighted that:

The report outlined the background to the Plan and its development.

The report articulated the National and City Contexts for both Gaelic and Culture that inform the Plan and referenced the related strategic documents to demonstrate the relevance and timeliness of this new Gaelic Arts Plan.

The Plan was informed by 5 key Values, and 5 Aims that embody these Values which are itemised in the background section of the report. The Values and Aims have been developed through a rigorous process with a variety of stakeholders.

The Aims have a number of related outputs which are outlined in the Next Steps section of the report.

In response to a question asking who is responsible for making the plan happen the Director of Culture, Tourism and Events said that as this is a Glasgow Life plan responsibility sits within Glasgow Life.

The Board approved the Gaelic Arts Plan 2025-29 for launch at an inaugural Cèilidh Mòr a' Bhaile event at Celtic Connections 2025.

(8) Gender Pay Gap noted and approved.

A paper was presented which shared with the Board the data produced as part of Glasgow Life's most recent workforce Gender Pay Gap exercise, as of 5 April 2024 and requested permission to publish the Gender Pay Gap figures and corresponding infographic on both Glasgow Life's external website and staff intranet platforms.

The Director of Finance and Corporate Services highlighted that:

Women at Glasgow Life are paid 6.0% more than men. The gap has significantly reduced from the same reported last year.

In consideration of median hourly pay, women in Glasgow Life are paid 5.3% more than men. This gap has slightly reduced from the same reported last year.

Bank staff and self-employed/freelance workers are included in the gender pay gap calculation.

Parameters are defined by HMRC for the purposes of carrying out the relevant gender pay gap calculations.

Following Board approval, the statistical return will be submitted to HMRC and the findings published on Glasgow Life's corporate website.

The Board:

- noted the information presented within this report in terms of both the Gender Pay Gap and gender occupational segregation of the workforce
- approved the publication of the same Gender Pay Gap figures and corresponding infographic on both Glasgow Life's external website and staff intranet platforms.

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.

(1) Corporate Risk Register noted.

The Board is noted:

- The current high/very high risks to Glasgow Life as presented in the attached Risk Register.
- That a review of Glasgow Life's approach to Risk Management is underway and a report outlining the proposed direction of travel was presented to the Audit Sub-committee on 22 August 2024 and an updated Risk Policy and Framework will be presented to the Audit Sub-committee in December 2024.

(2) People Update noted.

Responding to a question regarding the cost of absences the Director of Finance and Corporate Services agreed to investigate extracting this information to provide an indicative figure.

The Board:

- Noted that across Glasgow Life there is increased trade union activity.
- Noted the information specified in the report including the attendance and employee relations data.
- Noted the implementation of the 2024/25 pay award.
- Noted that Glasgow Life has been awarded accreditation as a Living Wage Employer.
- Considered the results of the Colleague Engagement Survey and note that progress on the development of commitments across teams will be shared in the People updates to the Board.

(3) Capital Programme Update noted.

The Board noted the content and updates contained in the report.

(4) People's Palace Update noted.

The Board noted the contents of the report and the progress made. A further project update will be tabled at the next meeting.

(5) **Contribution of Core Glasgow Life Resources to Major Events noted.**

The Board noted the contents of the paper.

(6) **Procurement: World Pipe Band Championships**

The Board noted the execution of the new contract.

(7) **Procurement: Glasgow Life Insurance Broker Contract noted.**

The Board noted the award of the provision of Insurance Broker Services (Including Annual Premiums) for a five year term as detailed in the report.

(8) **Procurement: Synthetic Pitch Refresh – Construction Work Programme 2024-2026 noted.**

The Board noted the award of the provision of Synthetic Pitch Refresh – Construction Work Programme 2024-2026 for a three-year term as detailed in this report.

14. Date of Next Meeting noted.

The Board noted that the next meeting will take place on Wednesday 29 January 2025 at 9:30am.