

**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 The Mitchell Library, Glasgow on 7 September 2022 at 10.30am.

Present: Bailie Annette Christie (Chair)
Councillor Eva Bolander
Councillor Holly Bruce
Councillor Laura Doherty
Lee McConnell
John McCormick
Siobhan Nairn
Councillor Kieran Turner
Susan Deighan (Chief Executive)

Attending: Jan Buchanan, Director of Finance and Corporate Services;
Andrew Olney, Director of Libraries, Sport and Communities;
Lynda Campbell, Head of Business and Strategy; Elaine Lawrie, Corporate Governance Officer (Observer); and Allan Drysdale, Governance and Liaison Officer; all Culture and Sport Glasgow.

Apologies: Iain MacRitchie
Dilawer Singh MBE
Professor Sir Anton Muscatelli

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

The Chair opened the meeting and welcomed those present, in particular Councillor Kieran Turner who was attending his first meeting since appointment, and to Andrew Olney, who had recently taken up post as Director of Libraries, Sport and Communities.

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 Sir Anton Muscatelli, Dilawer Singh and Iain MacRitchie.

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 21 June 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 previous meetings not already covered on the agenda.

6. Draft Minutes noted.

The draft minutes of the Equalities Sub-committee on 28 July 2022, the Future Planning and Scrutiny Sub-Committee on 16 August 2022, and the Health and Safety Sub-committee on 17 August 2022 were submitted for information.

The Board noted the draft minutes as presented.

7. Appointments agreed.

The Chair advised that Councillor Kieran Turner required to be appointed as a Director of Culture and Sport Glasgow (Trading) CIC.

It was also proposed that Councillor Turner be appointed as a member of the Audit Committee.

Thereafter the Board agreed to appoint Councillor Kieran Turner as Director of Culture and Sport Glasgow (Trading) CIC, and also as a member of the Audit Committee.

8. Chair's update noted.

The Chair provided a verbal update in which she thanked staff for their support in continuing to deliver on behalf of the city despite the financial challenges being faced, and reflected on the success of the various events held during the past few months such as the Mela, Merchant City Festival and the World Pipe Band Championships.

She gave an overview in relation to ongoing work relating to the repatriation of museums objects – recently signing an agreement in a ceremony at Kelvingrove to repatriate objects to India.

Also in August the Scottish Culture Secretary visited Tramway to view the Human Threads exhibition, which provided another opportunity to discuss Glasgow Museums as national assets.

The Chair also mentioned the Edinburgh International Culture Summit which she'd attended at the end of August, the launch of the volunteer scheme for the UCI World Cycling Championships, and also made reference to engagement taking place with other GCC services about linkages on culture and the arts, in particular Education Services.

The Board noted the verbal update by the Chair.

9. Reports for Approval and Discussion

(1) Culture and Sport Glasgow Financial Accounts to 31 March 2022 approved.

The Culture and Sport Glasgow Report and Group Financial Statements to 31 March 2022 were presented and the Board were asked to give approval.

The Director of Finance and Corporate Services informed the meeting that the accounts had been presented slightly differently this year to include more narrative, and it was advised that the Audit Committee had scrutinised the statements and recommended approval to the Board.

After consideration the Board agreed to approve the Culture and Sport Glasgow Report and Group Financial Statements to 31 March 2022.

(2) Financial Recovery update noted.

There was presented a report in relation to Financial Recovery which provided the results for the period 1st April 2022 to 29th July 2022 (period 5) and an early full year forecast, information on how external income was performing against £22.0m budget and £27.4m income target.

It also provided detail on the separate monitoring of seven business units, and identification of what costs are outside the £110.5m baseline budget.

With regard to a query around the workforce planning process it was advised that this would be considered by the Future Planning and Scrutiny Sub-committee in on 7 November, then following that at the Board meeting later that month.

After consideration the Board noted the contents of the report updated to include Period 5 results, and the appendices already scrutinised by the Future Planning and Scrutiny Sub-Committee.

(3) Council Family Review noted.

The Chief Executive presented a report which provided the Board with a further update on progress of the review of Glasgow Life by Glasgow City Council.

In addition, she gave a verbal update giving a recap on work so far in relation to the workshops which had already taken place in Phases 1 and 2 advising that responses had been provided to the recommendations stemming from those. The workshop on Phase 3 is scheduled to take place on 27 September and will focus on the services delivered by GCC including the Transitional Services Agreement and ICT arrangements.

The Board were informed that the process was viewed as positive, and the recommendations identified thus far were of value to the future of Glasgow Life.

After consideration the Board noted the information detailed in the report along with the verbal update given at the meeting, and that they would continue to be provided with papers from the meetings.

(4) Glasgow Life Board – Skills Audit and Development Plan agreed.

There was presented a paper which proposed an approach to a programme of training and development for members of the Glasgow Life Board.

It was highlighted that the report set out the process for reviewing board governance and the work being undertaken to engage with Board Members on their views through questionnaires and interviews with a further report intended to be provided to the next meeting.

After consideration the Board:

- (i) noted the content of the report and the proposal set out in Appendix 1;
- (ii) agreed to approve the approach set out; and
- (iii) agreed to participate in the Development Day in late January 2023.

(5) Opening of Additional Community Venues within £1.1m noted and agreed.

A report was presented which provided the Board with an update on the programme of work being undertaken to support the re-opening of Community Venues using the additional £1.1m funding allocated by Glasgow City Council.

It was advised that the proposed criteria for selection had been approved by the Future Planning and Scrutiny Sub-committee and the Council's City Administration Committee.

In relation to measuring the impact of the process it was stated that an Equality Impact Assessment (EQIA) screening of the formal criteria of the decision-making process and consultation approach had been developed and published on the Glasgow Life website, and an EQIA (possibly a full in-depth assessment) of the outcome at the end of the process will be produced.

After consideration the Board:

- (i) noted the content of the report; and
- (ii) agreed that the options emerging from the criteria and consultation process are submitted to Glasgow City Council.

(6) Strategic Planning 3-5 Years noted.

There was presented a report which updated the Board on progress to date in aligning strategic service planning and how performance is articulated with the refreshed Vision, Mission and Purpose.

It was advised that this was a refreshed approach approved by the Future Planning and Scrutiny Sub-committee to align planning with the organisation's four strategic priorities.

After consideration the Board noted the content of the report and that a presentation would be taken to a meeting of the Future Planning and Scrutiny Sub-committee meeting during this financial year to allow members to scrutinise in detail this revised approach to strategic planning.

(7) Vision for Glasgow Libraries Refresh noted.

There was presented a report which updated the Board on the programme to refresh the 'Vision for Glasgow Libraries', provided the draft, refreshed Vision document to the Board for review and outlined the proposed engagement and consultation process on the draft Vision.

It was highlighted that following discussion at the previous Board meeting a theme on 'Environment' had been added to the refreshed Vision. Once approved by the Board and GCC's WECCE Committee the consultation process would get underway towards the end of 2022, and a range of target audiences had been identified.

During discussion comments from the Board included ensuring that the views of as wide a spectrum of people as possible are captured, including non-users, and making sure that those engaging in the consultation were clear on what was being asked in order that the information gathered is useful. It was also suggested that some language in the document be modified to make it as understandable as possible.

In response it was noted that the consultation was intended to be as accessible as possible and through informal discussions with members of the public there was an understanding of what was being sought from the consultation. It was also noted that engagement would take place with libraries campaign groups to identify how they might support and promote the consultation.

After consideration the Board:

- (i) noted the project plan and timescale to deliver a refreshed 'Vision for Glasgow Libraries'; and
- (ii) agreed that the draft refresh of the Vision for Glasgow Libraries be presented to the GCC WECCE Committee on 22 September 2022 prior to the commencement of a wider engagement and consultation process.

(8) 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, the recent Colleague Survey, Equal Pay activities, and asked them for approvals in relation to the implementation of the Scottish Living Wage and 2022/3 Pay Award, and the implementation of paid leave for employees who experience a miscarriage.

After consideration the Board:

- (i) noted that across Glasgow Life there was continued trade union activity;
- (ii) noted the information specified in the People Scorecard including the attendance and employee relations data;
- (iii) noted the results of the Glasgow Life Colleague Survey;
- (iv) noted the update on the work underway to develop a new Pay & Grading scheme by Glasgow City Council;
- (v) agreed to approve the implementation of the Scottish Living Wage to Glasgow Life staff from 1 April 2022 and give delegated authority to the Chief Executive to implement any agreed pay award; and
- (vi) agreed to approve the implementation of paid leave for employees who experience a miscarriage.

10. Reports for Noting

(1) 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.

(2) 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.

(3) 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 July 2022.

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

(4) HMI Community Learning and Development noted.

A report was presented which provided the Board with information on the outcome of the HMI Visit covering Community Learning and Development in Glasgow, carried out on 13/14 June 2022.

After consideration the Board noted the outcome of the recent HMI CLD visit as detailed in the Education Scotland Visit to community learning and development in Glasgow Report, published on 26 July 2022 and ongoing work to progress areas for further development.

11. Date of Next Meeting noted.

The Board noted the next meeting was scheduled for Wednesday 23 November.