

**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 Emirates Arena  
on 19 June 2024

Present:           Baillie Annette Christie (Chair)  
                  Siobhan Nairn  
                  Anita Salwan  
                  Councillor Eva Bolander  
                  Shahid Hanif  
                  Lynn Bradley  
                  Iain MacRitchie  
                  Councillor Holly Bruce  
                  Councillor Laura Doherty  
                  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; Stephanie Colgan, Head of HR; Mark  
                  Harkness, Governance and Liaison Officer: all Culture and Sport  
                  Glasgow.

Apologies        Glen Gribbon, Councillor Kieran Turner

**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 Glen Gribbon

**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 27 March 2024 was submitted for approval.

Responding to a question relating to Item 8, which was a presentation on Glasgow Life's Event Strategy, the Director of Culture, Tourism and Events confirmed that external consultations will ensure consultation with diverse groups is undertaken.

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

## **5. Matters Arising noted.**

Four matters arising were noted:

- **From the Board Meeting held on 31 January 2024 - Item 10: Quantification of the contribution of core Glasgow Life resources to major events** – A report will be presented to the Glasgow Life Board on 20 November 2024.
- **From the Board Meeting held on 27 March 2024 - Item 5: Staff Attendance** – A presentation on staff attendance is scheduled for this meeting.
- **Item 8: Glasgow Life Event Strategy** – A copy of the presentation to the Board was circulated and the final draft of the strategy will be brought to the Glasgow Life Board on 4 September 2024.
- **Item 10 (6): Risk Register** - A proposal will go to the Audit Sub-committee on 22 August 2024 and a final draft will be brought to the Glasgow Life Board in January 2025.

## **6. Draft Minutes noted.**

- The draft minutes of the Audit Sub-committee of 20 March 2024.
- The draft minutes of the Equalities, Diversity and Inclusion Sub-committee on 16 April 2024.
- The draft minutes of the Health and Safety Sub-committee on 21 May 2024 .

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 agreed to a suggestion that the Chair's Update could be shared more widely with Glasgow Life staff.

Responding to a question relating to how Glasgow 850 would impact on Glasgow Life the Chief Executive said that the events are led by Glasgow City Council's Lord Provost's Office, and are civic events, however the Board will receive briefings on Glasgow Life's contribution to the year's celebrations in September and going forward.

The Board **noted** the written update by the Chair.

## **8. Chief Executive's Update noted.**

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.

## **9. Presentations**

### **(1) Staff Attendance**

The Head of HR delivered a presentation on Glasgow Life staff attendance.

In relation to a question relating to assistance provided by Glasgow Life the Head of HR noted that the nature of absences is changing, and that long term absence makes up a greater part of Glasgow Life's absences that it has previously.

It was noted that Glasgow Life now deals with a lot more chronic conditions than before and provides resources to support staff back to work.

There are a range of electronic tools and resources available through the Glasgow Life website. Glasgow Life's occupational health provider PAM provide an employee assistance resource and app which is available to employees and their families providing up to six counselling sessions. This can be extended where there is a need.

A Glasgow Life Wellbeing Strategy has been developed to give further support to staff across Glasgow Life and will be brought to the Board on 4 September 2024 for approval.

Responding to a question relating to Glasgow City Council's proposed feasibility study and possible trial of a 4-day week, the Head of HR confirmed that the feasibility and operational impact of any Glasgow City Council proposal would be discussed with senior leaders in Glasgow Life.

It was noted that implementation of a 4-day week would be relatively simple for office staff it would present issues for operational Managers in venues where weekend working is common.

Currently Glasgow Life supports staff who need more personal time through Work Life Balance and flexible working.

In response to a question the Head of HR confirmed that staff can access the Employee Assistance Resource independently of their manager.

### **(2) Live Well Rollout and Evaluation**

There was delivered a presentation on the rollout of the Live Well Programme by the Director of Libraries, Sport & Communities.

In response to a question relating to child poverty and health inequality the Director of Libraries, Sport & Communities confirmed that asylum seekers can access the Live Well Programme.

Responding to a question about how the budget would be spent over the next three years the Director of Libraries, Sport & Communities gave the following breakdown of the £1.36m funding:

£800k for Advisors and Assistant Advisors  
£100k for evaluation and audit

Additional budget would be used to provide some additional programmed activity, training and IT and office equipment.

The Director of Libraries, Sport & Communities estimated that the programme would help approximately 1,500 people across 10 wards and 2,500 people if applied across all wards.

Responding to a question regarding what skills Advisors and Assistant Advisors would need the Director of Libraries, Sport & Communities noted that they are confident the right people exist within Glasgow Life. Key skills for these roles will be empathy, listening skills and enthusiasm, so recruitment will focus on these characteristics and then train staff on the processes.

Responding to a question about the rate of calls to Police which are not crime related and whether Live Well will work with Police Scotland regarding these, the Director of Libraries, Sport & Communities noted that Live Well are working with Police Scotland to put systems in place.

It was suggested that there should be discussion and debate with Glasgow City Council to ensure that longer term funding is secured.

Responding to a question regarding use of AI, the Director of Libraries, Sport & Communities said that AI is not being considered at this time but recognised that there may be a role for it where people engage with Live Well via internet but that dealing directly with Advisors is the preferred approach.

Regarding Participatory Budgeting the Director of Libraries, Sport & Communities said that Glasgow City Council have not developed plans since their participatory budgeting pilot. The live Well programme in Glasgow Life would engage in future participatory budgeting work but, for now the Live Well programming would tap into existing provision across the city.

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

### **(1) 2023-24 Financial Performance/Draft Outturn discussed and noted.**

There was presented a report which provided an update on the draft 2023-24 financial results and recovery.

The Director of Finance and Corporate Services highlighted that all figures are provisional until the external audit is complete and the company accounts are approved by the Board.

The Director of Finance and Corporate Services highlighted that:

Income is high and surpassed stretch targets.

Glasgow Life has set a balanced budget for the year.

An overachievement in interest income means Glasgow Life can increase its reserves to 1.5% in line with the Unrestricted Reserves Policy.

Business Unit outturns – Business Units have performed well and targeted Marketing has boosted Box office sales particularly for the Indoor World Athletics Championships and Celtic Connections.

Deficit funding – There is some slippage relating to Museums workforce planning, but provision has been made for this in the 2024-25 budget.

Performance Sport – A paper regarding the School of Sport will go to Glasgow City Council after the summer recess.

Gymnastics is predicted to break even in the 2025-26 financial year.

Swimming is predicted to break even in the 2024-25 financial year.

All budget options have been delivered in 2023-24 with the exception of Museums workforce planning.

Restricted Income – Figures are a snapshot of restricted income funds at the end of the 2023-24 financial year.

Responding to a question about the figures for Major Events which appear to show a loss the Director of Finance and Corporate Services noted that this is a timing issue and that many of the Event figures will be finalised after the end of the 2023-24 year.

The Board **reviewed and noted** the content of the report.

## **(2) 2024-25 Budget and Financial Performance reviewed.**

A report was presented which provided detail of 2024-25 budget including Business Units and Budget Options.

The Director of Finance and Corporate Services highlighted that the report was discussed by the Future Planning and Scrutiny Sub-committee on 12 June 2024.

Performance is better than projected. Stretch targets will be set and included in September reports.

Business Units will be discussed at the Future Planning and Scrutiny Sub-committee and reported by exception to the Board.

Budget option progress will be included in this paper in the form of a table with RAG status and reported by exception to the Board.

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

## **(3) People's Palace Update reviewed.**

There was presented a report which updated the Board on progress of the People's Palace and Winter Garden project including information on recent activity.

The Director of Culture, Tourism and Events highlighted that the development phase of the project has been funded by the National Lottery Heritage Fund (NLHF) and has received permission to begin the project from NLHF.

Discussions with NLHF are positive and a phase 2 application is due to be submitted in November 2025 allowing 18 months for the development phase.

Given the timeline it is estimated the project will complete towards the end of 2027 or early 2028.

There has been no update on the costs of £35.9m.

The current focus is on building the team to deliver the project, developing concept briefs, marketing and communication with support from Glasgow Life HR.

In response to a question regarding the possibility of reopening the People's Palace during the development phase the Director of Culture, Tourism and Events noted that this would not be practical as the collection is being decanted to allow investigation work to be carried out throughout the venue, but that there may be an opportunity to do something using the exterior of the building for Glasgow 850.

Responding to a question relation to how the future vision will be developed the Director of Culture, Tourism and Events noted that this will be done in partnership with stakeholders and will reflect a range of voices.

The Board **reviewed** the contents of the report, **noted** the progress made and that a further update will be submitted to the Board on 4 September 2024.

#### **(4) Glasgow Life Annual Performance Report 2023-24 approved.**

The Board was presented with a draft of Glasgow Life's annual Performance Report for 2023-24.

The Chief Executive noted that the document is still a draft and will not be formalised until after the Glasgow Life Annual General Meeting on 4 September 2024.

Key elements will be put onto the Glasgow Life website and the final report will be uploaded when approved in September.

Heads of Service will have a traceable link which they can share with others.

Responding to a question regarding information gathered via the traceable link the Head of Marketing and Communications noted that the link will not collect any data beyond a simple count.

Next year the report will take a "digital first" approach.

In response to a question relating to whether the Annual Performance Report could be translated into community languages the Chief Executive noted that the main audience for the Annual performance report are stakeholders and funders rather than the public so the demand for this is limited. It was also noted that Google can translate documents online if needed.

It was suggested that Board Members can help with sharing information through external networks by sharing and liking Glasgow Life content shared through platforms such as LinkedIn.

The Board **approved** the Glasgow Life Annual Performance Report 2023-24.

#### **(5) Glasgow Life Volunteering Strategy 2023-26 – Year One Review noted.**

A report was presented which provided a Year 1 update on progress achieved in achieving the aims set out in Glasgow Life's Volunteering Strategy 2023–26.

The Head of Business and Strategy highlighted that this was the first annual report since the Volunteering Strategy was approved by the Board in 2023.

The year has had record numbers of Volunteers and of volunteer hours, in part due to the UCI cycling championships.

KPIs are being used to monitor progress towards the targets set out in the strategy with lots of work still to do, particularly in relation to diversifying the make up of Glasgow Life's Volunteers.

A recent audit of the Volunteer Strategy resulted in three improvement recommendations which will be delivered in the 2024-25 financial year.

Responding to a question the Head of Business and Strategy confirmed that Glasgow Life does not ask for proof of age and there are no age restrictions on volunteering which is in line with advice from Volunteering Scotland.

It was suggested that there is an opportunity to link volunteering to other programmes such as Duke of Edinburgh and Live Well.

The Board **reviewed** the contents of the report and **noted** the progress made.

#### **(6) People Update noted and approved.**

A report was presented to update the Board on industrial relations between Glasgow Life and Trade Unions, provide People Scorecard information and request the Board approval of the TUPE transfer of School Letting staff from Glasgow Life to Glasgow City Council Education Department.

The Head of HR noted that there are no concerns regarding the transfer and that the usual process of consultations will be followed.

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.
- **Approved** the TUPE transfer of staff from the Schools Letting Team, Glasgow Life, to Glasgow City Council.

## **(7) Bank Account Signatories approved.**

A report was presented which asked the Board to authorise an amendment to the list of authorised bank signatories.

The Board **agreed** to remove as an authorised signatory to all and existing accounts of both Culture and Sport Glasgow, and Culture and Sport Glasgow (Trading) CIC the following:

Ewan Storie, Head of Finance, IT & Retail (B - Signatory Group)

## **(8) Draft Glasgow Life External Funding Policy approved.**

The Board was presented with a draft of the Glasgow Life External Funding Policy for approval.

The draft External Funding Policy is an internal document for staff use, and contains guidelines and governance structure formalising how Glasgow Life applies for external funding.

The policy aims to ensure that applications made are in the best interests of Glasgow Life, that they avoid conflicts and ensure that reporting requirements from external funders do not outweigh the benefits of grants / funds.

The draft policy was reviewed by the Future Planning and Scrutiny Sub-committee on 12 June 2024.

The Board:

- (i) **Commented** upon the policy.
- (ii) **Approved** the policy with any comments being recommended for inclusion.

## **11. 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) Glasgow Life Insurance noted.**

A report was presented which detailed the process taken to procure insurance for Glasgow Life.

The Board **noted** the insurance cover in place and that a tender to secure broker services will take place during 2024 for appointment before 31 October 2024.

### **(2) Procurement: Emirates Arena - Replacement of Retractable Seating noted.**

A report was presented which detailed the process taken to procure replacement retractable seating for Emirates Arena.

The Board **noted** the Award of Contract as detailed in this report.



**(3) Health and Safety Annual Report 2023-24 noted.**

There was presented a report which provided the Board with the Health and Safety Annual Report from 1 April 2023 to 31 March 2024.

The Board **noted** the content in the Health and Safety Annual Report previously submitted to the Health and Safety Sub-committee Meeting on 21 May 2024.

**(4) Education Scotland Progress Visit Report noted.**

There was presented a report which informed the Board of the results of Education Scotland's recent (April 2024) progress visit on Community Learning and Development (CLD) in Glasgow.

The Board:

- (1) **Noted** the content of the report and significant progress made by the Local Authority and their partners against their current CLD Strategic Plan and Action Plan 2021-2024.
- (2) **Noted** that the findings of this report will form part of the content of the new CLD Strategic and Action Plans 2024-27.

**(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.

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

**(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 in January 2025.

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

**12. Date of Next Meeting noted.**

The Board noted that the next meeting will take place on Wednesday 4 September 2024 at 10:00am.