

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 Elder Park
Library on 4 September 2024

Present: Baillie Annette Christie (Chair)
 Councillor Holly Bruce (Arrived during Item 10)
 Siobhan Nairn
 Shahid Hanif
 Glen Gribbon
 Councillor Kieran Turner
 Lynn Bradley
 Susan Deighan (Chief Executive)

Attending: Jan Buchanan, Director of Finance and Corporate Services; Billy
 Garrett, Director of Culture, Tourism and Events; Tracy Walker,
 Interim Head of Finance, IT and Retail; Alana Ward, Head of
 Libraries and Communities; Stephanie Colgan, Head of HR;
 Kirsty Garrett, Sports Development and Physical Activity
 Manager; Mark Harkness, Governance and Liaison Officer: all
 Culture and Sport Glasgow

Apologies Councillor Eva Bolander
 Councillor Laura Doherty
 Iain MacRitchie
 Anita Salwan

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, Councillor Laura Doherty, Iain MacRitchie and Anita Salwan.

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 19 June 2024 was submitted for approval.

An amendment was made to show that Councillor Kieran Turner did not attend the Board meeting on 19 June 2024.

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

5. Appointments

The Board agreed that the Office Bearers would continue to carry out the duties of their respective posts until they are officially re-appointed at the next Board Meeting in November.

6. Matters Arising noted.

Three matters arising were noted:

- **From the Board meeting of 31 January 2024:**
Item 10 - Quantification of the contribution of core Glasgow Life resources to major events –This will now come to the Glasgow Life Board on 20 November 2024.
- **From the Board Meeting held on 27 March 2024:**
Item 8: Glasgow Life Event Strategy - A report on the Glasgow Life Events Strategy is scheduled for later in this meeting.
- **Item 10 (6): Risk Register** - A proposal went to the Audit Sub-committee on 22 August 2024 and a final draft will be brought to the Glasgow Life Board in January 2025.

7. Draft Minutes noted.

- The minutes of the Future Planning and Scrutiny Sub-committee on 12 June 2024 require to be noted.
- The draft minutes of the Future Planning and Scrutiny Sub-committee on 21 August 2024 require to be noted.
- The draft minutes of the Audit Sub-committee on 22 August 2024 require to be noted.

The Board **noted** the draft minutes as presented.

8. Chair's update noted.

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

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

9. 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.

10. Presentations

(1) Physical Activity & Sport Strategy Update

The Sport and Wellbeing Strategic Manager delivered a presentation on Glasgow's Physical Activity and Sport Strategy.

It was highlighted that a system based approach will be used, based on the International Society for Physical Activity and Health Model and utilising Public Health Scotland's 7 Stage Framework.

Progress to date was provided and the next steps outlined.

Engagement

- Focus Groups
- Workshops
- 121 interviews
- Online Survey

Approvals

- 10th October 2024 – present to Public Health Oversight Board findings and draft outline
- 14th November 2024 – present to Glasgow City Council Wellbeing, Empowerment, Community and Citizen Engagement Committee (WECCE) opportunity for review and comment
- 20th November 2024 – Paper and draft strategy to Glasgow Life Board for approval
- Strategy goes to Glasgow City Council City Administration Committee for final approval.

Stage 6:

- System wide action planning

Stage 7:

- Local implementation

In response to a question regarding equality, diversity and inclusion and inclusion of Trans people, the Sport and Wellbeing Strategic Manager noted that inclusion for people across all protected characteristics is a key priority and that there is also an awareness that people may have more than one protected characteristic.

Responding to a question on mapping and provision of spaces the Sport and Wellbeing Strategic Manager said that mapping will be part of the action plan and will include Glasgow City Council's Education Estate, the Third Sector and private provision.

In response to a question regarding how housing will be included as a factor in the strategy the Sport and Wellbeing Strategic Manager said that this will be mainly through

networking, information sharing and engagement with housing organisations through the Action Planning process.

Addressing a question relating to gathering data from other areas the Sport and Wellbeing Strategic Manager noted that currently twelve Scottish Local Authorities are following the Public Health Scotland model and are linked by Public Health Scotland which in turn links into UK Community Leisure.

(2) Glasgow's Community Learning and Development Plan

The Head of Libraries and Communities delivered a presentation on Glasgow's Community Learning and Development (CLD) Plan.

They highlighted that the CLD Strategic and Action Plan 2024-27 is being drafted and includes stakeholder priorities, leadership and governance, and performance measurements; it will identify the key priorities for CLD in the city for a 3-year period.

The CLD priorities and objectives will be agreed by the Glasgow CLD Strategic Partners and will align to the city's strategic priorities.

The Head of Libraries and Communities confirmed that the CLD plan aligns with key priorities for stakeholders and for the city.

Responding to an enquiry relating to changes in funding the Head of Libraries and Communities acknowledged that the funding landscape is changing from statutory to third sector.

Addressing a question on mental health the Head of Libraries and Communities said that Mental Health is a priority across many projects and that, for some groups providing mental health support is how they contribute to the plan.

In relation to a question on the application of the Christie Commission's principles the Head of Libraries and Communities noted that the service is aware of the principles and the need for service reform. This will be addressed through working with the city partners to ensure that the plan moves forward with a shared vision.

11. Reports for Approval and Discussion

(1) Culture and Sport Glasgow Group Accounts 2023-24 approved.

The Culture and Sport Glasgow Report and Group Financial Statements to 31 March 2024 were presented and the Board were asked to give approval.

The Interim Head of Finance, Retail and IT highlighted the following in relation to Culture and Sport Glasgow (Trading) CIC

- There was a net contribution of £1.27m which was gift aided to the Charity.
- Retail sales have increased on prior year and there were strong performances on both the Mary Quant and Banksy exhibitions, delivering net profits of approximately £207K.
- Conventions and Tourism (Destination Marketing) income performed well, £441k against a budget of £170k.

- 2023-24 also saw an uplift in venue hire income of £105k due to an increase in meetings, trade shows and graduations.
- Function catering saw a reduction, due to a major one-off event the prior year which wasn't recurring. A corresponding reduction in expenditure offset this.

And in relation to Culture and Sport Glasgow group:

- This is the first year since 2019-20 that Glasgow Life has been able to contribute to the organisation's unrestricted reserves target, increased from £0.618m to £2.037m.
- Income generated from the provision of leisure and cultural facilities saw growth in year of £2.29m. The organisation's strong income performance was driven mostly by Retail, Box Office and Sport, particularly Glasgow Club, with a live membership at year end of around 33,813 compared with 28,000 at the start of the year.
- Through careful cash management and high interest rates, Glasgow Life generated a substantial amount of investment income in the year.
- Deficit funding drawdown was £5.37m against a budget deficit of £8.99m.

The Chair of the Audit Sub-committee added thanks for the work by Finance staff to complete the Group Accounts.

The Director of Finance and Corporate Services advised that the Audit Committee had scrutinised the statements and recommended approval to the Board at their meeting on 22 August 2024.

After consideration the Board agreed to **approve** the Culture and Sport Glasgow Report and Group Financial Statements to 31 March 2024.

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

There was presented a paper detailing Glasgow Life's position at the end of financial period 5.

The Interim Head of Finance, Retail and IT highlighted that:

- The Net position at Period 5 is a surplus of £1.9m against a budgeted surplus of £2.7m.
- The main budget pressure is as a result of high energy costs being incurred.
- Of the 2024-25 budget options six of eight are on track to be delivered in full. Two options are to be reviewed and an update will be brought to Future Planning and Scrutiny Sub-committee meeting on 15 October 2024.
- Financial performance and delivery of budget options continue to be closely monitored.

The Board **noted** the contents of the report and that it had been scrutinised by the Future Planning and Scrutiny Sub-committee on 21 August 2024.

(3) Glasgow Life Budget Strategy 2025-28 noted and approved.

A report was presented which provided details of Glasgow Life's budget strategy for 2025-28.

The Interim Head of Finance, Retail and IT 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.
- 2025-27 budget options already approved will be closely monitored to ensure they are fully deliverable. Alongside this, 2027-28 budget options to meet the future funding gap will be explored and developed. As part of the next phase of the Glasgow Life Budget Strategy, work will be undertaken to establish where there are budget pressures that are affecting service delivery and income generation.

In response to a question relating to cash flow the Director of Finance and Corporate Services noted that cash flow is managed carefully to maximise earnings via interest and that this can be seen in financial statements.

In response to a question relating to changes to cleaning services in venues the Director of Finance and Corporate Services noted that this may take more time to implement as it may require a change to contracted hours for cleaning staff.

The Board **noted** the contents of the paper and approved the Glasgow Life Budget Strategy 2025-28.

(4) CSG Board Development and Work Plan Update noted and approved.

The Director of Finance and Corporate Services highlighted that:

- All improvements relating to Board papers and meetings have been actioned.
- An annual workplan has been created up to March 2025.
- An organogram of the staff structure has been provided.
- A programme of training/development is available to all Board members up to March 2025.
- Board members will be provided with a message deck to assist in their advocacy support.
- A revised risk strategy and framework will be presented to the January 2025 Board for approval.
- A refreshed performance report will be presented to the Board every January and June, commencing January 2025.
- Glasgow Life officers are committed to the continuous improvement of the Board and will review progress again in advance of the next Board Development Day (March 2025).

The Board:

- **noted** the information detailed in this report;
- **approved** the annual workplan up to March 2025; and
- **approved** the rolling programme of training and development up to March 2025.

(5) Glasgow Events Strategy approved.

A report was presented which updated the Board on development of Glasgow's Events Strategy.

The Director of Tourism, Culture and Events highlighted that:

- Glasgow Life has led the review and development of the Glasgow Events Strategy on behalf of Glasgow City Council and the Glasgow Events Board.
- The aim of the strategy is to create a unifying vision for the city, developing a city wide strategy for the industry rather than just Glasgow City Council and Glasgow Life.
- Glasgow Life engaged consultants Purple Moon and Daylight, to support this work, including city benchmarking, strategy/policy review, consultation and strategy development.
- An extensive consultation process was undertaken.
- A project group was established with Glasgow Life, Glasgow City Council and Events Scotland to coordinate at all stages and ensure alignment with the National Events Strategy – Scotland the Perfect Stage 2035.
- A structured approval process has been developed. The Glasgow Events Board provided feedback, which has been incorporated into this draft, and following the Glasgow Life Board, Glasgow Life will present to the Glasgow City Council Wellbeing, Empowerment, Community and Citizen Engagement Committee (WECCE) on 26 September 2024, and then to the Glasgow City Council City Administration Committee (CAC) on 24 October 2024 for approval.
- Glasgow Life is developing plans to launch the strategy in November 2024.

In response to a question regarding practicality and affordability the Director of Tourism, Culture and Events noted that there is a robust review and assessment process.

The Board **approved** submission of the Events Strategy to Glasgow City Council's City Administration Committee.

(6) Glasgow Life Draft Wellbeing Strategy approved.

A report was presented which provided details of Glasgow Life's Wellbeing Strategy.

The Head of HR highlighted that:

- In 2023, Glasgow Life ran a series of development workshops for senior managers across Grades 7, 8 and 9.
- At one of the workshops, following a discussion on improving organisational culture, it was shared that culture is created or improved by focusing on management practices which in turn influences behaviours and then culture change follows.
- An output from the programme were 10 listening groups, set up to better understand some of the key issues which had trended from the workshops, to develop a set of recommendations that are within the sphere of influence of the management group to take forward.
- One of the Listening Groups was Workforce Support, Recognition and Development and a key recommendation from this Listening Group was to create and implement a wellbeing plan.
- A group of 27 volunteers from all teams came together to develop the plan and action plan.
- Feedback from 302 colleagues to identify key themes was captured in an online survey in March 2024 and informed the action plan.
- One of the aims of the action plan is to support proactive interventions to improve levels of attendance, particularly relating to mental health, the biggest reason for absence from work.
- Investing in employee wellbeing can lead to increased resilience, better employee engagement, reduced sickness absence and higher performance and productivity.
- Delivering the plan will support the recruitment and attraction of the best people to Glasgow Life and will improve our employee engagement.

- The Trade Unions have been supportive and encouraging.

The Board **approved** the My Wellbeing Strategy and action plan and roll out of the action plan.

12. 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 **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.

The Board **noted**:

- Industrial relations between Glasgow Life and Trade Unions.
- The People Scorecard, including information on attendance levels, employee relations, recruitment, and workforce and turnover for Period 4 (30/06/24 – 27/07/24).
- The revised Flexible Working Policy.

(3) Capital Programme Update noted.

The Board **noted** the content and updates within this report.

(4) RAAC in Glasgow Life Operational Venues noted.

The Board **noted**:

- The content of the report.
- The status of those venues affected and the next steps to be taken.

(5) Glasgow Life Contribution to Glasgow 850 Celebrations noted.

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

(6) People's Palace Refurbishment and Redisplay noted.

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

(7) New Parkhead Library Opening Update noted.

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

(8) Glasgow Life Submission to The Constitution, Europe, External Affairs and Culture Committee Pre-Budget Scrutiny 2025-26 Consultation noted.

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

13. Date of Next Meeting noted.

The Board **noted** that the next meeting will take place on Wednesday 20 November 2024 at 9:30am.