

**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 Glasgow Club Crownpoint, Glasgow on 29 March 2023 at 10am.

Present: Bailie Annette Christie (Chair)
Councillor Eva Bolander
Councillor Laura Doherty
Iain MacRitchie
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;
Billy Garrett, Director of Culture, Tourism and Events; Lynda Campbell, Head of Business and Strategy; Alex Harvie, Head of Marketing and Communications; Alana Ward, Head of Libraries and Communities; and Allan Drysdale, Governance and Liaison Officer; all Culture and Sport Glasgow

Apologies: Councillor Holly Bruce
Dilawer Singh MBE

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 Holly Bruce and Dilawer Singh.

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 25 January 2023 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 the minute not already covered on the agenda.

6. **Draft Minutes noted.**

The draft minute of the Audit Committee of 15 March 2023 was submitted for information.

The Board noted the draft minutes as presented.

7. **Chair's update noted.**

The Chair provided a verbal update in which she highlighted some of the recent events and launches which had taken place since the last Board meeting.

These included the launch in February of ticket sales for the UCI World Cycling Championships, Glasgow Film Festival – which included a short film commissioned by Glasgow Life, engagement around promoting women in sport as part of the European Capital of Sport, attending the Scottish Parliament's Health, Social Care and Sport Committee in relation to the inquiry into female participation in sport and physical activity.

The Board noted the verbal update by the Chair.

8. **Reports for Approval and Discussion**

(1) Business Plan 2023-25 agreed.

The Board were presented with the Glasgow Life Business Plan for 2023-25.

The Chief Executive introduced the report advising that this set out the operating context over the next couple of years, outlining strategic priorities and what can be achieved with the resources available.

The Board were taken through the Business Plan, advising of the financial context in which Glasgow Life was operating, the vital role the organisation plays in delivering the city's key strategies, and the impact on the city through the key priorities and deliverables.

After consideration the Board agreed to approve the Business Plan for 2023-25.

(2) Budget 2023/24 agreed.

The Board was presented with the budget for 2023/24 for approval.

It was highlighted that this budget was fairly complex with a number of different income sources reflected, and that it included savings of £7.154m.

The meeting was advised that in relation to financial pressures from utilities costs that it had been agreed with Glasgow City Council that they would underwrite £3.4m of these costs.

The report contained detail in relation to one off ring fenced funds, and it was advised that it was intended to make this restricted income more visible to the Board going forward.

The meeting was informed that the Future Planning and Scrutiny Sub-committee had considered the Budget at its meeting on 20 March and recommended it to the Board for approval.

After consideration the Board agreed to approve the Budget for 2023/24 and noted that utilities inflation sat outside this process.

(3) Financial Performance 2022/23 and Recovery Plan noted.

There was presented a report which provide the Board with a full year forecast position for 2022/23 and an update on financial recovery.

The Director of Finance and Corporate Services advised that as a result of an unscheduled and prolonged shut down of the SAP system from 16 January, this had impacted financial reporting and as a result only a full year forecasted position could be provided.

It was, however, advised that there were no concerns or material changes to highlight in relation to financial performance, and it was noted that the individual business units were on course to break even.

With regard to sponsorship it was noted that anticipated income was set at zero, and that this was as a result of a challenging market in terms of attracting sponsors, particularly in relation to major events.

After consideration the Board noted the update in relation to Financial Performance and Financial Recovery.

(4) Vision for Glasgow Libraries noted and agreed.

The Board was presented with a report which informed them of the actions which had been carried out to refresh the 'Vision for Glasgow Libraries' and sought approval of the document. This was supported by a presentation from Alana Ward, Head of Libraries and Communities.

During discussion it was commented upon that the document touches on a lot of the wider work of Glasgow Life and recognised the number of partners who provide services via libraries for example and how outreach can take place through them.

It was also highlighted that there was an opportunity to look at how we cross-sell the Glasgow Life offer across different services.

Members were keen that the Vision shouldn't just be used operationally, but 'brought to life' and promoted to users.

After consideration the Board:

- (i) noted the work carried out to refresh the 'Vision for Glasgow Libraries';

- (ii) agreed to approve the final draft document; and
- (iii) agreed that the final draft document be submitted to Glasgow City Council for committee approval in line with the agreed actions from the Council Family Review.

(5) Articles of Association noted and agreed.

There was presented to the Board updates to the Articles of Association of Culture and Sport Glasgow to reflect proposed changes to Board Members length of service which would be presented to Glasgow City Council for their approval as the Sole Member.

It was also advised that the Articles of Association for Culture and Sport Glasgow (Trading) CIC required to be similarly changed, and that as the Sole Member, the Board of Culture and Sport Glasgow is asked to approve the proposed changes.

After consideration the Board:

- (i) noted the proposed changes to the Articles of Association of Culture and Sport Glasgow for approval by Glasgow City Council as the Sole Member; and
- (ii) agreed, as the Sole Member, to approve the proposed changes to the Articles of Association of Culture and Sport Glasgow (Trading) CIC.

(6) Gender Pay Gap reporting agreed.

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 2022.

After consideration the Board:

- (i) noted the information presented within the report in relation to both the Gender Pay Gap and gender occupational segregation of the workforce;
- (ii) agreed to approve the 2022 Gender Pay Gap figures for submission to the Government Equalities Office; and
- (iii) agreed to approve the publication of the same Gender Pay Gap figures and corresponding infographic on Glasgow Life's website and staff intranet.

(7) Nominations Committee agreed.

There was presented to the Board which advised that as part of the recruitment process to identify Independent Directors to fill current and upcoming vacancies on the Board, a meeting of the Nominations Committee is required prior to the next Board meeting to consider suitable candidates.

It was highlighted that the Board therefore required to appoint an Independent Director and a Partner Director to sit on the Nominations Committee.

Thereafter Bailie Christie proposed Councillor Kieran Turner and this was seconded by Councillor Doherty, and Iain MacRitchie proposed John McCormick, which was seconded by Councillor Bolander.

After consideration the Board agreed the appointment of John McCormick and Councillor Kieran Turner as members of the Nominations Committee.

(8) Board Development Day Feedback noted and agreed.

The Chair provided a verbal update following up on the recent Board Development Day which she hoped all members had enjoyed and found useful and intimated that it was intended to revisit this later in the year once new Board members were in place.

It was highlighted that some of the actions agreed following the Development Day included, annual self-assessments, an opportunity for the Board to reflect at the end of each meeting and inform future agendas, more rotation of meeting venues, and keeping the Board informed of any upcoming Glasgow Life events.

The induction process for Board members would also be reviewed, including the induction pack and how all levels of the organisation can be engaged as part of the process.

After consideration the Board noted the feedback from the Development Day and intended actions.

9. Reports for Noting

(1) Baillieston Community Hub noted.

The Board were provided with an update on progress regarding the development of Baillieston Community Hub.

The Board noted the contents of the report.

(2) Utilities Contracts and Risks noted.

The Board were provided with an update on the position with regard to utilities contracts and details of mitigating actions.

The Board noted the volatility in the utilities market and the projected increase in the cost of gas and electricity and the mitigation measures in place.

(3) Glasgow Life and Volunteer Glasgow – Memorandum of Understanding noted.

The Board were presented with a Memorandum of Understanding which had been agreed between Glasgow Life and Volunteer Glasgow.

The Board noted the attached Memorandum of Understanding between Glasgow Life and Volunteer Glasgow.

(4) UCI Cycling Championships Overlay Contract noted.

A report was presented which advised the Board of the Chief Executive's approval, under delegated authority, of a high value procurement contract related to Glasgow Life's obligations to deliver the UCI Cycling World Championships.

The Board noted the approval in relation to the UCI Cycling World Championships.

(5) Performance update noted.

There was presented a report which provided the Board with information on the summary of performance from 1 April 2022 to 28 February 2023.

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

(6) 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 update provided with regard to projects within the Capital Programme.

(7) 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.

After consideration the Board noted the current high/very high risks to Glasgow Life which were presented in the attached risk register.

(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, and the information provided within the People Scorecard.

It was highlighted that this report should have been taken earlier on the agenda as an approval was required in relation to the implementation of the Living Wage and changes to Modern Apprenticeship pay rates.

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 updates to the 2022/23 pay award;
- (iv) agreed to approve the implementation of the Living Wage across Glasgow Life and the changes to the Modern Apprenticeship pay rates;
- (v) noted the commencement of collective consultation with the trade unions to formally implement workforce plans; and
- (vi) noted the work undertaken to agree commitments to improvements following the Colleague Survey.

10. AOB

Reference was made to the Audit Committee minute and the concerns raised by the Committee relating to Glasgow Life's ICT provision. The Director of Finance and Corporate Services suggested that it may be useful to provide a paper to a future Board meeting once a decision has been made by Glasgow City Council on the future of its ICT contract.

11. Date of Next Meeting noted.

The Board noted the date of the next meeting was Wednesday 21 June.