

**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 Life Offices, Commonwealth House, Albion Street, Glasgow on 21 June 2022 at 9.30am.

Present: Bailie Annette Christie (Chair)
Councillor Eva Bolander
Councillor Holly Bruce
Councillor Laura Doherty
Iain MacRitchie
Lee McConnell (part meeting via videoconference)
John McCormick
Susan Deighan (Chief Executive)

Attending: Jan Buchanan, Director of Finance and Corporate Services;
Billy Garrett, Director of Sport and Events; Lynda Campbell, Head of Business and Strategy; Alex Harvie, Head of Marketing and Communications; Angela Milloy, Head of Finance, IT and Retail; and Allan Drysdale, Governance and Liaison Officer; all Culture and Sport Glasgow.

Apologies: Dilawer Singh MBE
Professor Sir Anton Muscatelli
Siobhan Nairn

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 Sir Anton Muscatelli, Dilawer Singh and Siobhan Nairn.

3. Appointment of Directors agreed.

The Chair advised that following Susan Deighan taking up post as Chief Executive the Board required to formally appoint her as a Director of Culture and Sport Glasgow. The Board agreed to appoint Susan Deighan as a Director of Culture and Sport Glasgow.

The meeting was informed that Glasgow City Council had appointed Councillor Holly Bruce as a Director of Culture and Sport Glasgow, and reappointed Bailie Annette Christie, Councillor Eva Bolander, and Councillor Laura Doherty as Directors. The Board noted the appointments by Glasgow City Council.

The Chair noted that since the last Board meeting Sir Angus Grossart had passed away, and the Board recorded publicly their thanks for his enormous contribution as a Director of Glasgow Life since its formation.

Finally, the Chair informed the Board that Professor John Brown has stood down as a Director on 1 June 2022 due to other commitments, and recorded their thanks to him for his work during his time on the Board.

4. Appointments to Committees agreed.

The Chair outlined as below the proposed appointments and amendments to the membership of the following Committees:

With regard to the Audit Committee to agree to remove Dilawer Singh as a member, and appoint Councillor Eva Bolander and Siobhan Nairn as members.

With regard to the Health & Safety Sub-committee to agree to appoint Councillor Laura Doherty as a member.

With regard to the Equalities Sub-committee to agree to appoint Councillor Holly Bruce as a member.

The Board agreed to approve the appointments and changes to Committees as proposed.

5. Appointment of Directors to Culture and Sport Glasgow (Trading) CIC agreed.

The Chair advised that Councillor Holly Bruce and Susan Deighan required to be appointed as Directors of Culture and Sport Glasgow (Trading) CIC.

Thereafter the Board agreed to appoint Councillor Holly Bruce and Susan Deighan as Directors of Culture and Sport Glasgow (Trading) CIC.

6. Declarations of Interest noted.

There were no declarations of interest made.

7. Minute of Previous Meeting approved.

The minute of the Board meeting held on 29 March 2022 was submitted for approval.

It was suggested that a public thanks on behalf of the Board to Dr McConnell be inserted.

Accepting the amendment, the Board agreed to approve the minute as a correct record.

8. Matters Arising noted.

It was noted that there were no matters arising from previous meetings not already covered on the agenda.

9. Chair's update noted.

The Chair provided a verbal report in which she reflected on the return to business following the elections, including weekly meetings with the Chief Executive, and thanked staff for their support in her first few weeks in the role of Chair. Referring to the Annual Review it was highlighted that the Chair's Welcome made reference to the stories contained within giving examples of how Glasgow Life's work had changed lives across the city, and outlining the breadth of services provided.

She gave an update on recent events she had attended in the role of Chair, including the BMX World Cup at Knightswood, the SEMSA Sport and Community Awards, an event in the City Chambers to mark Volunteers Week, as well as the opening of the John Byrne exhibition at Kelvingrove.

The Chair concluded by saying how delighted she was that the city was back open for business and the fact that there were several events in the pipeline to look forward to.

The Board noted the verbal update by the Chair.

10. Reports for Approval and Discussion

Prior to taking the further agenda items the Chair handed over to the Chief Executive who provided an introduction on the new agenda format and gave a verbal update on the incident at the Riverside Festival at the Riverside Museum.

(1) Vision for Glasgow Libraries noted.

There was presented a paper by the Director of Sport and Events which informed the Board of the project plan and timescales to undertake the refresh of the 'Vision for Glasgow Libraries'.

It was advised that the initial Vision for Glasgow Libraries produced in 2015 had come to the end of its lifespan and a refreshed vision would be produced for 2022/23, noting the importance of libraries to the city, as supported by a motion by Glasgow City Council at its meeting in March 2022. It was noted that as before John McCormick had agreed to act as 'champion' of the project on behalf of the Board.

The paper set out two workstreams – Updating the Vision for Glasgow Libraries and Consultation and Community Involvement, and these would be overseen by a Steering Group. The Board were keen that any consultation engaged as widely as possible with users and staff, including hard to reach groups such as the elderly.

During discussion it was suggested that consideration be given to including reference to environmental and climate change under the workstream themes.

After consideration the Board noted the project plan and timescale to deliver a refreshed 'Vision for Glasgow Libraries'.

(2) Criteria for Opening Additional Venues within £1.1m noted and agreed.

There was presented a paper by the Director of Sport and Events which outlined to the Board the proposed criteria and consultation process in relation to the £1.1 million additional funding to support the re-opening of Community Venues.

The Board were supportive of the approach being taken in terms of ensuring that the process and decision making was transparent and accountable.

After consideration the Board:

- (i) noted the content of the report; and
- (ii) agreed that the proposed criteria and consultation process be submitted to Glasgow City Council for approval through the City Administration Committee on 22 June 2022.

(3) Council Family Review noted.

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

In addition, she provided a verbal update on the workshop which had taken place with colleagues in GCC on 14 June and which confirmed that the review would be considered in four phases covering:

- Phase 1 – Core relationship, constitution, finance, governance and legal (including service level agreements)
- Phase 2 – Property
- Phase 3 – Services delivered by GCC including TSA and ICT arrangements
- Phase 4 – Collections Agreement

It was advised that a number of recommendations had been presented by GCC following the workshop, including in relation to the make up of the Board, and responses would be provided to these.

After consideration the Board noted the information detailed in the report along with the verbal update provided at the meeting.

(4) People's Palace and Winter Gardens noted.

The Chief Executive presented a report which provided an update on the People's Palace and Winter Gardens, including timescales for funding bids.

The report set out the activities taking place towards a capital development at the People's Palace and Winter Gardens, the current community consultation, and outlined timescales for funding applications and associated approvals.

After consideration the Board noted:

- i) the range of activities taking place towards scoping a capital development;
- ii) the funding applications being prepared;
- iii) the current public engagement activity being carried out; and

iv) that further updates will be submitted to the Board for information.

(5) Glasgow Life Financial Recovery Plan agreed.

There was presented by the Director of Finance and Corporate Services a paper which provided a financial recovery methodology and the reporting format for 2022-23.

The report advised how actual external income is performing against the £22.0m budget and £27.4m income target, the future performance of income and costs outside the £110.5m baseline budget, and outlined the separate monitoring of 6 Business Units.

After consideration the Board agreed to approve the methodology for financial recovery 2022-23 onwards as set out in the report.

(6) Leadership Team Structure agreed.

There was presented by the Director of Finance and Corporate Services a paper which proposed a revised Leadership Team structure to enable Glasgow Life to continue its post-pandemic recovery.

It was advised that the report had been considered by the Future Planning and Scrutiny Subcommittee on 13 June who had recommended approval of the revised structure to the Board.

After consideration the Board agreed the revised Leadership Team structure and the subsequent recruitment process as detailed in the report.

(7) Glasgow Life – Modern Slavery Statement agreed.

The Director of Finance and Corporate Services presented the revised Glasgow Life Modern Slavery Statement for approval.

After consideration the Board agreed to:

- (i) approve Glasgow Life's Modern Slavery Statement for sign off by the Chief Executive; and
- (ii) recommend that Glasgow Life adds its amended Modern Slavery statement to the UK register and publishes it on the Glasgow Life website.

11. Reports for Noting

(1) Glasgow Life Annual Performance Report 2021/22 noted.

The Chief Executive presented to the Board for their information a draft of Glasgow Life's Annual Performance Report for 2021/22 which was tabled at the meeting.

After consideration the Board noted the Annual Performance Report for 2021/22.

(2) People Make Glasgow Communities noted.

The Director of Sport and Events presented a paper updating the Board on Glasgow Life's support of Glasgow City Council's People Make Glasgow Communities initiative and the progress made to date.

After consideration the Board noted the update in relation to the People Make Glasgow Communities initiative.

(3) Live Well Community Referral Programme noted.

The Director of Sport and Events presented a paper which updated the Board on progress in developing the Live Well Community Referral Programme.

It was highlighted that the pilot programme would launch in the Calton (Ward 9) area of the city in the week commencing 27 June 2022 and run until the end of March 2023.

After consideration the Board noted:

- (i) the progress on development of the Live Well Community Referral Programme; and
- (ii) that the Live Well Community Referral Programme is an integral part of Glasgow Life's strategic priority: to improve the physical and mental wellbeing of local communities.

(4) Financial Performance noted.

The Director of Finance and Corporate Services presented to the Board Glasgow Life's draft financial results for 2021-22.

After consideration the Board noted the draft financial results for 2021-22.

(5) People update noted.

The Director of Finance and Corporate Services presented a report which provided an update on industrial relations between Glasgow Life and the Trade Unions, an upcoming staff survey, and the People Scorecard for the period to 7 May 2022.

After consideration the Board noted:

- (i) the continued trade union activity taking place across Glasgow Life;
- (ii) that a staff survey would be issued to all staff in June 2022; and
- (i) the information specified in the People Scorecard including the attendance and employee relations data.

(6) Repatriation of Museums Objects noted.

There was presented a report by the Chief Executive which advised the Board about:

- 1) the re-establishment of the Working Group for Repatriation and Spoliation of Artefacts
- 2) Glasgow Life Museums' current Repatriation and Spoliation activity; and
- 3) potential future requests/cases

After consideration the Board noted:

- (i) the purpose and functions of the Working Group for Repatriation and Spoliation;
- (ii) the status of the current activities in relation to Repatriation and Spoliation; and
- (iii) potential future cases and the circumstances through which these are likely to arise.

(7) Risk Register noted.

The Director of Finance and Corporate Services presented a report which detailed the risks to Glasgow Life identified as being Very High and High risks.

The report advised there were 20 risks identified as being in the Very High (13)/High (7) categories. The most recent review took place in April/May 2022.

After consideration the Board noted the risks to Glasgow Life identified as being in the Very High/High categories.

(8) Capital Programme update noted.

The Director of Finance and Corporate Services presented a report which provided the Board with an update on progress of projects included in the Capital Programme.

After consideration the Board noted:

- (i) the update provided with regard to projects within the Capital Programme;
- (ii) that Glasgow Life continues to develop scopes and services packages for costing and approval with the main contractor that will allow the capital programme to progress in line with available budgets and further support the contractor in forecasting future workload and income;
- (iii) note that several significant scale investment projects have been successfully instructed with the contractor recently, including works to GOMA, Provand's Lordship and Elder Park Library, after a long period of development and validation; and
- (iv) note that Glasgow Life continue to encounter issues with the main contractor in relation to levels of service, quality of finish and successful delivery of works programmes which have created significant slippage in operational recovery in some instances. With GCC support, senior management continue to engage and work with the main contractor to resolve these recurring issues and better deliver the capital programme.

12. Date of Next Meeting noted.

The Board noted the next meeting was scheduled for Wednesday 7 September.