

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 Royal
 Concert Hall on 29 January 2025.

Present:	Bailie Annette Christie (Chair) Siobhan Nairn Glen Gribbon Iain MacRitchie Lynn Bradley Councillor Kieran Turner Councillor Holly Bruce Councillor Eva Bolander Susan Deighan (Chief Executive)
Attending:	Jan Buchanan, Director of Finance and Corporate Services; Andrew Olney, Director of Libraries, Sport & Communities; Billy Garrett, Director of 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:	Anita Salwan Councillor Laura Doherty Shahid Hanif

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 Anita Salwan, Shahid Hanif and Councillor Laura Doherty

3. Minute of Previous Meeting approved.

The minute of the Board meeting held on 20 November 2024 was submitted for approval.

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

4. **Declarations of Interest noted.**

There were no declarations of interest made.

5. **Matters Arising noted.**

There were six matters arising:

- **Creative Scotland Multi-Year Fund**

The Director of Culture, Tourism and Events offered to circulate information to the Board. **Complete.**

- **Glasgow's Physical Activity and Sport Strategy**

There will be an update in the Chief Executive's Brief.

- **Community Learning and Development (CLD) Plan 2024-27**

The final draft document, subject to any changes the Board may request, can be submitted to Glasgow City Council's Wellbeing, Empowerment, Community and Citizen Engagement Committee (WECCE) and thereafter to the Glasgow Community Planning Partnership Executive Group for approval.

The CLD plan was presented to WECCE on 23 January 2025 and will go to the Glasgow Community Planning Partnership meeting on 25 March 2025.

- **Gender Pay Gap**

Publication of Gender Pay Gap figures and infographic on Glasgow Life's external website and staff intranet platforms. **Complete. The information has been published on Glasgow Life's website and staff intranet.**

- **Corporate Risk Register**

An updated Risk Policy and Framework was presented to the Audit Sub-committee in December 2024. **Complete. There is a paper to be discussed later in this meeting.**

- **People Update**

Responding to a question regarding the cost of sickness absence, the Director of Finance and Corporate Services agreed to investigate how best to access the information required to produce a financial report.

The Director of Finance and Corporate Services noted that the information cannot easily be extracted from the system, however a first draft of a report will be presented to a Future Planning and Scrutiny Sub-committee.

6. Draft Minutes noted.

The Board noted the draft minutes of the Audit Sub-committee on 5 December 2024 and the Health and Safety Sub-committee on 14 January 2025.

In response to an observation regarding the status of Internal Audit recommendations in Item 5 (1) a. (Assurance Reports - Celtic Connections – Governance Arrangements) of the Audit Sub-committee minutes from 5 December 2024, regarding implementation of recommendation number two, relating to regular updates to the Operations Board the Director of Finance and Corporate Services agreed to review the minute and make updates before the next meeting.

It was highlighted that the I.T. contract and ongoing I.T. issues are a recurring item at the Audit Sub-committee.

7. Chair's update noted.

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

8. Chief Executive's Update.

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 Chief Executive asked the Board to note her intention to retire on 27 June 2025 and that a paper later in the meeting will outline the process for the recruitment and appointment of a new Chief Executive.

The Board **noted** the content of this update.

9. Presentations.

(1) Glasgow Life Business Continuity Framework

The Security and Compliance Manager delivered a presentation on Glasgow Life's Business Continuity Framework.

The Security and Compliance Manager noted that:

As a result of an outstanding audit improvement action Glasgow Life has updated its Business Continuity practices and procedures to more closely align with Glasgow City Council.

Business Continuity Planning ensures that the impact of any significant disruption to business is not critically damaging.

The updated policy and framework documents ensure a consistent approach to Business Continuity Planning across Glasgow Life.

The framework includes templates and guidance documents to support managers in completing Business Impact Analyses while developing Business Continuity Plans.

Business Continuity Plans cannot be considered reliable until they are tested and exercised and proven to be workable. This involves validating the plans, rehearsing with key staff, confirming contact information, and testing systems which are essential during a major disruption.

Representatives from all Glasgow Life service areas sit on a Business Continuity Governance Group with responsibility for reviewing the implementation of the policy and framework.

In response to a question asking if Glasgow Life has insurance against loss of income for cancelled events, the Director of Culture, Tourism and Events confirmed that events are assessed on a case by case basis, however it not usually cost effective to buy loss of earnings insurance for most events.

In response to a question regarding loss of institutional memory when key staff leave or retire from Glasgow Life it was noted that while there is no easy solution to this, there are measures in place to document procedures and capture all key information during the exit process.

(2) Commonwealth Games 2026 Update

The Director of Culture, Tourism and Events delivered a presentation updating the Board on Glasgow Life's involvement in the 2026 Commonwealth Games.

The Director of Culture, Tourism and Events noted that:

Commonwealth Games 2026 in Glasgow will be a major, high-profile event involving world-class athletes, competing at top-quality venues in front of packed home crowds, at a re-imagined Games delivered with no requirement for public funding.

This new model provides the opportunity for Glasgow to help co-design a new approach to the delivery of the Commonwealth Games with a new sustainable future for the event which provides the potential opportunity for parts of the Commonwealth previously unable to deliver the event to consider hosting a future iteration of the event.

This is a new model for delivery of a Commonwealth Games with creation of a private company to deliver on behalf of the Commonwealth Games Federation.

Glasgow 2026 will engage with the market for Event Delivery Partners to deliver key services. A tender process to go live in the next few months.

A proposed Games Festival and Activation programme is being developed by Glasgow Life to present to Commonwealth Games Scotland/Glasgow 2026. The estimated budget for delivery is £2.5 million and will look to blend sport and culture to deliver a programme to citizens and visitors to the city.

In response to a question regarding benefits and potential risks to Glasgow Life, the Director of Culture, Tourism and Events noted that Glasgow Life is aware of potential risks and has taken mitigating actions to address these.

A full cost recovery process for Glasgow Life will be included in the Heads of Terms with the Commonwealth Games delivery company and include staff costs, loss of income and the potential impact on Glasgow Club membership. The Director of Culture, Tourism and Events agreed to include details of the approach in a future update.

In response to a question regarding opportunity costs in delivering Glasgow Life's strategic objectives the Director of Culture, Tourism and Events said that the games will bring £150 million to the city economy benefitting people in Glasgow.

The Chief Executive noted that the Board will receive regular updates on the 2026 Commonwealth Games.

Answering a question on legacy the Director of Culture, Tourism and Events said that the games will build on the infrastructure legacy of previous events and add a layer with projects such as installation of a new, international standard athletics track at Scotstoun, new seating at Tollcross International Swimming Centre and improvements at the Emirates arena and Sir Chris Hoy Velodrome.

Glasgow Life has developed an outline approach to a Games Festival Programme for consideration, based on our experience of delivering major events in the city. We will continue to work with Glasgow City Council and the Games Delivery Company to develop legacy opportunities and agree the final approach.

In response to a question asking if Glasgow Life has representation on the Board of Glasgow 2026 the Director of Culture, Tourism and Events noted that Glasgow Life does not have a representative on the Board but does have significant influence due to its reputation for delivery of large high profile events and a good working relationship with the Chief Executive of Glasgow 2026.

In response to questions relating to EDI and community involvement reporting, city centre cleaning, effect on transport, social impact legacy and volunteering the Chief Executive suggested that these questions could be used to inform a future update.

The Board **agreed** to this approach.

10. Reports for Approval and Discussion

(1) Chief Executive Recruitment noted and approved.

A paper was presented which updated the Board on the proposed recruitment campaign for the appointment of a new Chief Executive for Glasgow Life.

The Head of HR noted that:

The Chief Executive has confirmed her intention to retire on 27 June 2025 and work has commenced to advertise the post and propose a process to select a new Chief Executive.

The Chief Executive was appointed on a temporary basis until 25 April 2025 and asked the Board to approve the extension of her appointment until the 27 June 2025.

The appointment of a new Chief Executive will be made on a permanent basis.

In response to a question asking if psychometric testing could be an unnecessary barrier to applicants, the Head of HR noted that Glasgow Life's EDI strategy has been shared with the recruitment agency and that psychometric testing is only one part of a very robust and inclusive recruitment process.

The Head of HR agreed to keep Board Members informed of progress via regular Friday update emails.

The Board:

- **Agreed** the recruitment of a new Chief Executive on a permanent basis.
- **Noted** the steps already taken to prepare an external recruitment campaign for the post of Chief Executive for Glasgow Life.
- **Approved** the proposed process, including the draft timeline, for the recruitment and appointment of a new Chief Executive for Glasgow Life.
- **Approved** the proposed membership of the Appointment Panel(s).
- **Gave delegated authority** to the final stage Appointment Panel to appoint a new Chief Executive for Glasgow Life.
- **Agreed** to extend the temporary appointment of the current Chief Executive.

(2) **Glasgow Life Budget Strategy 2025-26**

A report was presented which provided the Board with an update on Glasgow Life's Budget Strategy for 2025-26.

The Director of Finance and Corporate Services noted that Glasgow City Council (GCC) approved three-year savings for 2024-2027 at its meeting on 15 February 2024.

2025-26 represents year two with options previously identified and presented to the Council's Cross Party Working Group. The approved savings are assumed to be fully deliverable and will be treated as technical adjustments in the 2025-26 budget process.

The Director of Finance and Corporate Services indicated that the utilities budget pressure for 2025-26 has been included in the GCC Financial Strategy to be underwritten by Glasgow City Council, however, this will be confirmed when the Council sets the budget on 20 February 2025

In response to a question asking why it is assumed that the increase in the employer's national insurance contributions will be covered by GCC, the Director of Finance and Corporate Services responded that this is because of an announcement made by the UK Government. However, the implication of the rise in National Insurance employers contribution will be confirmed to the Board at their next meeting on 26 March when they will be asked to approve the budget for 2025-26.

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

(3) **2024-25 Budget and Financial Performance noted.**

There was presented a paper updating the Board on 2024-25 group financial performance as at 13 December 2024 including business units and budget options.

The Director of Finance and Corporate Services apologised that the wrong paper was circulated with the Board papers and highlighted that Glasgow Life's underlying position at the end of period 10, net of utilities pressure, is a deficit of £640k against a budgeted surplus of £370k.

Glasgow Life's main budget pressure is a result of high energy costs being incurred.

The current forecast position is a deficit of £4.2m which is the total expected energy pressure to year ending 31 March 2025 which Glasgow City Council has agreed to underwrite.

Six of the eight 2024-25 budget options are on track to be delivered in full. There are two options which are not on target.

Business Units

Clip and Climb has had investment to create a soft play area for younger children in addition to a review of the catering provision.

Emirates Spa is in a positive position following a review of the business model, a price increase and a new product supplier.

Gymnastics is limited by a lack of Level 2 Gymnastics coaches. Glasgow Sport is investigating whether Level 2 coaches are required for the level of gymnastics being taught.

Learn to Swim – 75% of the Learn to Swim programme has been moved to other pools while Bellahouston and Whitehill pools are currently closed.

Kelvingrove Bandstand is now forecasting to break even by the end of the financial year.

Retail is tracking behind budget.

In response to a question regarding Learn to Swim and whether capacity could be moved to increase provision, the Director of Libraries, Sport and Communities noted that pool provision is limited by an earlier budget option which was accepted by Glasgow City Council and that damage to Easterhouse Pool has further affected provision.

In response to a question asking if the available pool time is divided fairly to ensure access for users at all levels, the Director of Libraries, Sport and Communities advised that pool time is reviewed on an ongoing basis to ensure equity of access. A review of pools, including their programming and operating models, is being undertaken to inform future planning and delivery of swimming provision in the City.

In response to a question asking if Glasgow Life is experiencing a shortfall in performance and service delivery as a result of vacancies, the Director of Finance and Corporate Services noted that a similar question had been raised at the Future Planning and Scrutiny sub-committee. An exercise is underway to look at this in more detail, and an update will be provided at the next Future Planning and Scrutiny Sub-committee meeting.

The Board **noted** the contents of the report. A further update will be presented on 26 March 2025.

(4) Operational Performance Report noted.

A report was presented which provided an overview of Glasgow Life's operational performance and city strategy progress from 1 April – 31 December 2024.

The Head of Business and Strategy highlighted that the new format follows feedback from the Board who requested a more detailed and informed operational performance report. This will continue to be reviewed and refined.

While there are selected highlights aligned to Glasgow Life's strategic priorities within the report, the Annual Review will continue to serve as the key document which publishes the full extent of our performance and success. This will be presented to the Board in June 2025.

In addition, Glasgow Life's submission to Glasgow City Council's Operational Performance and Delivery Scrutiny Committee (OPDSC) will always accompany this report as it provides the Board with an update on delivery of the commitments Glasgow Life is responsible for within Glasgow City Council's Strategic Plan.

The most recent report was presented to the OPDSC on 15 January 2025.

The Head of Business and Strategy noted that Glasgow Life's Business Analysts are using a Project Management Office to monitor performance and have developed Power BI dashboards which allow Managers to access real time data specific to their service area.

Responding to a question asking if there are alternative ways of measuring customer feedback other than complaints, it was noted that Glasgow Life gathers customer feedback via customer comments which include compliments, suggestions and enquiries and social media channels are also used to monitor customer interaction and feedback.

The Head of Business and Strategy also confirmed that Glasgow Life issue customer surveys to all complainants on an ongoing basis and use their feedback, as well as other quality measures, to make improvements to customer experiences.

In response to an observation that the libraries information is very limited and does not reflect all the work undertaken by library services, it was agreed that this will be reviewed and additional information presented in the next report.

In response to a question regarding how we report on the social impact of Glasgow Life's services, the Head of Business and Strategy noted that a research project is underway to look at how a framework for measuring and evaluating social impact can be introduced in the next financial year.

In response to a question asking what Glasgow Life's Service Level Agreement is in relation to customer complaint response times, the Head of Business and Strategy explained Glasgow Life has a two-stage complaint handling process in line with Scottish Public Service Ombudsman (SPSO) legislation; five working days for stage 1 complaints and 20 working days for stage 2 complaints.

In response to questions and suggestions about improving the content in future reports, the Head of Business and Strategy welcomed the feedback on this initial version of a new Operational Performance Report and that the next report presented to the Board will include additional information including year-on-year comparisons for KPIs, media monitoring, customer satisfaction, and RAG ratings for Glasgow Life's strategic priorities.

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

(5) Risk Management Review and Corporate Risk Register noted and approved.

There was presented a paper which requested approval for the revised Glasgow Life Risk Management Policy and Framework, informing the Board of progress in the development of a new Strategic Risk Register and associated governance. The report also provided an update on the risks rated high or very high in Glasgow Life's Corporate Risk Register.

The Director of Finance and Corporate Services highlighted that:

As a result of a review of Glasgow Life's Risk Management approach Glasgow Life's Risk Management Policy and Framework has been revised and a new Strategic Risk Register is in development. The Audit Sub-committee will receive the first report on the Strategic Risk Register on 5 March 2025 and the first report to the Glasgow Life Board will be on the 26 March 2025.

The most recent review of all risks was completed on 1 November 2024 and that the next update will be completed by 1 February 2025.

There are thirty five risks on the Corporate Risk Register, nineteen of which are rated High or Very High. Since the last review in August 2024 the scoring of one risk has decreased, and the scoring of three risks have increased.

In response to an observation that in section 7.1 of the Glasgow Life Risk Policy, the role of the Glasgow Life Board is noted as being responsible for identifying areas of potential risk, it was agreed that this should be reworded to reflect the role of the Board as being responsible for reviewing and challenging risk.

It was agreed that this would be amended for both CSG and CIC Boards.

The Board:

- **Approved** the revised Glasgow Life's Risk Policy and Framework,
- **Noted** that from March 2025 the Board will cease to receive updates on the Corporate Risk Register and will begin to receive reports on Glasgow Life's Strategic Risk Register biannually. The Strategic, Corporate and CIC Risk Registers will be reviewed at every Audit Sub-committee.
- **Noted** the current high/very high risks to Glasgow Life as presented in the Corporate Risk Register.

11. Reports for Noting

The Chair noted that some questions had been received prior to the meeting and that these would be addressed as the relevant papers were presented for noting.

(1) **People Update noted.**

In response to a question asking if there is an underlying reason for the increase in Trade Union activity, the Head of HR noted that there is no underlying reason but that work on job evaluation has increased levels of activity.

In response to a question regarding the ability for staff to access training, the Head of HR noted that in-house training schedules are regularly shared with staff and that there is good uptake on all courses. In addition, all service areas have a training budget that enables tailored training aligned to individual performance management reviews with a specific focus on areas for development. This is linked to the wider succession planning activity that is underway.

Responding to a concern regarding scores for the question relating to bullying and harassment in the most recent colleague survey, the Head of HR noted that there may be an issue relating to changing the wording of the question, based on feedback.

Feedback indicates that the low scores might be attributed to staff who do not experience or witness how bullying and harassment is dealt with and therefore may have given a low score.

In response to a question asking how Glasgow Life monitors progress against colleague survey commitments it was noted that all Heads of Service present their commitments and progress at the Operations Board twice yearly, as well as an annual analysis of all results undertaken by HR.

There was a request for a comparison of Glasgow Life sickness absence statistics to other Council departments or comparable organisations.

The Board:

- **Noted** that across Glasgow Life there is increased trade union activity.
- **Noted** the information specified in the report including the attendance and employee relations data.
- **Noted** the Glasgow Life Colleague Survey Commitments, following completion of the 2024 Survey.

(2) **Capital Programme Update noted.**

A request was made to include specific timelines for moving actions from red or amber to green.

The Director of Finance and Corporate Services agreed to look at improving the report.

The Board **noted** the content and updates contained in the report.

(3) Glasgow Life Report to Glasgow City Council Operational Performance and Delivery Scrutiny (OPDSC) Committee noted.

The Board:

- **Noted** the contents of this report and the progress of the commitments within Grand Challenge 1 of the Glasgow City Council Strategic Plan which are led by Glasgow Life and
- **Noted** that a report on progress of Grand Challenge 2 will be submitted to the OPDSC on 12 February 2025 and to the Glasgow Life Board on 26 March 2025.

(4) People's Palace Update noted.

The Board **noted** the contents of the report and the progress made. A further update on the project will be presented at the next meeting

(5) Strategy Development Update noted.

In response to a question regarding the content of the report, the Director of Finance and Corporate Services noted that future strategy updates will be included in the Operational Performance Report.

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

12. Date of Next Meeting noted.

The Board **noted** that the next meeting will take place on Wednesday 26 March 2025 at 9:30am in Ibrox Library.