

**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 the Scotstoun  
Stadium, Glasgow on 6 September 2023

Present:           Baillie Annette Christie (Chair)  
                      Siobhan Nairn  
                      Dilawer Singh MBE  
                      Councillor Laura Doherty  
                      Iain MacRitchie  
                      Councillor Kieran Turner  
                      Shahid Hanif  
                      Lynn Bradley  
                      Susan Deighan (Chief Executive)

Attending:       Jan Buchanan, Director of Finance and Corporate Services;  
                      Alex Harvie, Head of Marketing and Communications; Ewan  
                      Storie, Head of Finance, IT and Retail; Elaine Lawrie,  
                      Governance and Risk Manager; Mark Harkness, Governance  
                      and Liaison Officer: all Culture and Sport Glasgow; Anita  
                      Salwan, Observer.

Apologies:       Councillor Eva Bolander  
                      Councillor Holly Bruce  
                      John McCormick

**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 John McCormick, Councillor Eva Bolander and Councillor Holly Bruce and the Chair welcomed new Board Members Shahid Hanif and Lynn Bradley.

The Board welcomed Anita Salwan as an observer.

**3. Declarations of Interest noted.**

There were no declarations of interest made.

**4. Appointments to the Glasgow Life Board noted.**

The Board noted that a formal request for one appointment to the Glasgow Life Board will be made to the meeting of Glasgow City Council on 7 September 2023, along with a request to re-appoint Siobhan Nairn.

**5. Appointments to Sub-committees agreed.**

**The Chief Executive outlined as below the proposed appointments to the members of the following committees:**

With regard to the Future Planning and Scrutiny Sub-committee, the Board agreed to appoint Shahid Hanif as a member.

With regard to the Equality, Diversity and Inclusion Sub-committee, the Board agreed to appoint Shahid Hanif as a member.

With regard to the Health and Safety Sub-committee, the Board agreed to appoint Councillor Holly Bruce and Lynne Bradley as members.

In respect of the Chair of the Audit Sub-committee, Councillor Laura Doherty proposed Lynn Bradley, and this was seconded by Iain MacRitchie. The appointment was unanimously agreed by the Board.

In respect of the Chair of the Health and Safety Sub-committee, Baillie Annette Christie proposed Councillor Laura Doherty, and this was seconded by Councillor Kieran Turner. The appointment was unanimously agreed by the Board.

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

The Chief Executive advised that Shahid Hanif and Lynn Bradley required to be appointed as Directors of Culture and Sport Glasgow (Trading) CIC.

Thereafter the Board agreed to appoint Shahid Hanif and Lynn Bradley as Directors of Culture and Sport Glasgow (Trading) CIC.

**7. Minute of Previous Meeting approved.**

The minute of the Board meeting held on 21 June 2023 was submitted for approval.

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

**8. Matters Arising noted.**

Three matters arising were noted:

In relation to paragraph 3 – Glasgow’s Tourism Plan to 2030– an amended version of the paper was circulated to the Board on 31 August 2023.

In relation to paragraph 5 – Glasgow Life’s ICT Provision – due to the size of Board agenda on 6 September 2023 a written report will instead be brought to the Glasgow Life Board on 22 November 2023.

In relation to paragraph 6 – Budget 2023-24 and Financial Recovery Update –An update on the ongoing discussions around the future of the Glasgow School of Sport will be brought to the Board in November.

**9. Draft Minutes noted.**

The draft minutes of the Future Planning and Scrutiny Sub-committee on 22 August 2023 and the Audit Sub-committee 23 August 2023 were presented for noting.

The Board noted the draft minutes as presented.

**10. Chair’s update noted.**

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

The Board noted the written update by the Chair.

**11. Reports for Approval and Discussion**

**(1) Culture and Sport Glasgow Group Accounts to 31 March 2023 approved.**

The Culture and Sport Glasgow Report and Group Financial Statements to 31 March 2023 were presented and the Board were asked to give approval.

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 23 August 2023.

The Director of Finance and Corporate Services brought to the Boards attention that there had been minimal movement in the period between the draft and final accounts being prepared was testament to the hard work and diligence of Glasgow Life’s Financial Controller and Finance team.

A question was raised relating to the potential impact of RAAC (Reinforced Autoclaved Aerated Concrete) on Glasgow Life. The Chief Executive noted that Glasgow Life is working with Glasgow City Council to assess if buildings managed by Glasgow Life are affected, and that none had been identified to date. Further clarification on potential liabilities to Glasgow Life and the insurance status will be brought to a future Board Meeting.

After consideration the Board agreed to approve the Culture and Sport Glasgow Report and Group Financial Statements to 31 March 2023.

**(2) In year Financial Performance and Financial Recovery Report noted.**

The Director of Finance and Corporate Services presented a report outlining the In Year Financial Performance and Financial Recovery, which included updates on:

1. The year to date 2023-24 performance up to 28<sup>th</sup> July 2023
2. Stretched income targets
3. Progress and update on the impact of 2023-24 budget options
4. Business unit monitoring
5. Deficit funding of costs which sit out with the £116.2m 2023-24 baseline budget and
6. Restricted Income

After consideration the Board noted the contents of the report and noted that it had previously been scrutinised by the Future Planning and Scrutiny Sub-committee on 22 August 2023.

**(3) Future Planning and Scrutiny Terms of Reference considered and approved.**

The Chief Executive noted that the changes to the Terms of Reference were recommended by the Future Planning and Scrutiny Sub-committee and confirmed that the Sub-committee did not have decision making powers.

After consideration the Future Planning and Scrutiny Terms of Reference were approved.

**(4) Update on development of 2024-25 and 2025-26 Budget Options submission to Glasgow City Council agreed.**

There was presented to the Board a paper outlining the development of 2024-25 and 2025-26 Budget Options which have been discussed and scrutinised at the Future Planning and Scrutiny Sub-committee on 22 August 2023. It was noted that the date for submission of the budget options is 15<sup>th</sup> September 2023.

The Chief Executive and the Director of Finance and Corporate Services will attend a Cross Party meeting on 5<sup>th</sup> October 2023 and the expectation is that decisions on what options have been accepted or declined will be shared in February 2024.

The Director of Finance and Corporate Services outlined the proposed Budget Options and responded to questions. In response to a suggestion by Dilawer Singh the Director of Finance and Corporate Services agreed to investigate the feasibility of developing an alternative to one of the options.

After consideration the Board noted the contents of this report and approved the submission of the Budget Option templates to Glasgow City Council.

**(4) Approval of bank signatories agreed.**

The Board agreed the following changes to the bank signatories:

- (i) add as an authorised signatory to all and existing accounts of both Culture and Sport Glasgow, and Culture and Sport Glasgow (Trading) CIC the following:

Andrew Olney, Director of Libraries, Sport & Communities (B - Signatory Group)  
Ewan Storie, Head of Finance, IT & Retail (B - Signatory Group)

- (ii) remove as authorised signatories to all and existing accounts of both Culture and Sport Glasgow, and Culture and Sport Glasgow (Trading) CIC, Mrs Bridget McConnell, Mrs Jill Miller, Mr Stephen Wilson, Mr Charles Beattie and Mr Alistair Miller.

**(5) Glasgow Life Income and Pricing Strategy noted.**

The Head of Finance, IT and Retail presented Glasgow Life's Income and Pricing Strategy and the Board were asked to note that the Glasgow Life Retail Strategy had been presented to the Board of Culture and Sport Glasgow (Trading) CIC on 6 September 2023.

After consideration the Board:

- i) noted the Glasgow Life Income and Pricing Strategy and
- ii) noted that the Retail Strategy had been presented to the Board of Culture and Sport Glasgow (Trading) CIC on 6 September 2023.

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

There was presented a paper which updated the Board on matters relating to industrial relations between Glasgow Life and Trade Unions during workforce planning, The People Scorecard, including information on attendance levels, employee relations, recruitment, and workforce turnover for Period 14 (2/7/23-29/7/23) and the early implementation of neonatal leave and pay provisions, ahead of the Neonatal Care Leave and Pay Act 2023.

After consideration the Board:

- (i) Noted that across Glasgow Life there continues to be trade union activity;
- (ii) Noted the information specified in the report including the attendance and employee relations data, and
- (iii) Approved the early implementation of neonatal leave and pay provisions, ahead of the Neonatal Care Leave and Pay Act 2023.

## **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. The Chief Executive advised that in future, if questions on papers for noting are submitted prior to the meeting a response will be shared at the Board meeting.

**(1) Glasgow City Council Family Review – Glasgow Life noted.**

The Board noted the information detailed in this report.

**(2) Procurement: Athletic Track at Emirates Arena noted.**

The Board noted the award of the contract detailed in this report.

**(3) Strategy Update**

The Board noted the content of this report.

**(4) Glasgow: European Capital of Sport 2023 noted.**

The Board noted the contents of the report.

- (5) **Glasgow Life Submission to the Scottish Parliament's CEEAC Committee's scrutiny of the Scottish Government Culture Budget noted.**

The Board noted Glasgow Life's submission.

- (6) **Performance update noted.**

The Board noted the update on performance.

- (7) **Capital Programme update noted.**

The Board noted the content and updates within this report.

- (8) **Risk Register noted.**

The Board noted the current high/very high risks to Glasgow Life and the Director of Finance and Corporate Services agreed to arrange an introduction to Glasgow Life's approach to Risk Management for the new Board Members.

10. **Date of Next Meeting noted.**

The Board noted that the next meeting will take place on Wednesday 22 November at 10am.