

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 Ibrox Library on
 26 March 2025.

Present:	Bailie Annette Christie (Chair) Siobhan Nairn Glen Gribbon Iain MacRitchie Lynn Bradley Shahid Hanif Councillor Kieran Turner Councillor Laura Doherty 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 Culture, Tourism and Events; Alex Harvie, Head of Marketing and Communications; Lynda Campbell, Head of Business and Strategy; Stephanie Colgan, Head of HR; Alan Milner, Head of Sport; Mark Harkness, Governance and Liaison Officer: all Culture and Sport Glasgow.
Apologies:	Anita Salwan Councillor Holly Bruce

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 and Councillor Holly Bruce.

3. Minute of Previous Meeting approved.

The minute of the Board meeting held on 29 January 2025 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 eight matters arising.

1) People Update - Absence Costs.

Closed. A report will go to an upcoming Future Planning and Scrutiny Sub-committee and this action has been transferred to that Sub-committee's action tracker.

2) Draft Minutes for Noting – Audit Sub-committee Minutes of 5 December 2024.

Closed. The minute was reviewed and updated. Some points of ambiguity in the minute were raised with the Chair of the Audit Sub-committee and subsequently amended in the minute.

3) Commonwealth Games Update.

Closed. The requested information will be included in an update that will be provided at all future meetings of the Board.

4) Chief Executive Recruitment.

Closed. The Head of HR is sending Board Members progress updates via regular Friday emails.

5) Operational Performance Report.

Open. The Head of Business and Strategy agreed that when the report is presented to the Board on 18 June 2025 it will include additional information including year-on-year comparisons for KPIs, media monitoring, customer satisfaction, and RAG ratings for Glasgow Life's strategic priorities.

6) Risk Management Review and Corporate Risk Register.

Closed. Wording in Section 7.1 has been amended to reflect the role of the Board as being responsible for reviewing and challenging risk.

7) People Update.

Open. A comparison of Glasgow Life absence statistics to other Council Family departments will be brought to the Board on 18 June 2025.

8) Capital Programme Update.

Closed. Specific timelines for moving actions from red or amber to green were included in the Capital Programme Update later to the Board.

6. Draft Minutes noted.

The Board **noted** the draft minutes of the Future Planning and Scrutiny Sub-committee from 23 January 2025 and the Audit Sub-committee on 5 March 2025.

7. Chair's update noted.

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

8. 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.

9. Presentation – Glasgow's Pitch Strategy noted.

The Head of Sport delivered a presentation on Glasgow's Sports Pitch Strategy (SPS).

The Head of Sport highlighted that the pitch strategy is for the city and aims to ensure adequacy of provision, equity of access, identify levels of capital and revenue resources required to deliver the strategy and contribute to Active Glasgow.

The SPS will be delivered by Glasgow Life in partnership with Glasgow City Council (GCC) and SportsScotland and has been developed in accordance with a SportsScotland and Sport England approved methodology.

The strategy covers Football, Rugby Union, Cricket, Hockey, Tennis and Bowls and will also include minority sports such as Shinty, Gaelic Football, American Football, Australian Rules Football, Baseball and Softball.

High level considerations are GCC Education Services estate, maintenance and investment in pitches, investment in ancillary provision to meet changing audience needs, investment in strategic and community venue management and sustainability.

The final draft of the SPS will be presented to the Glasgow Life Board on 18 June 2025 and, if approved, will then be submitted to the appropriate GCC committee for approval.

In response to a question asking if the Scottish Football Association (SFA) are engaged with the strategy, the Head of Sport said that:

- The SFA are members of the Glasgow Football Strategic Football Forum, and as such advise on a range of football specific matters, including funding opportunities.
- In terms of funding, the SFA have been awarded £8.6m of DCMS UK Government Department of Culture Media and Sport funding in Scotland to enhance football and sport facilities, an allocation of which has been awarded to Glasgow for improvements at Scotstoun and Toryglen.

In response to a question asking if usage levels could be increased by making multi use pitches for more than one sport, the Head of Sport noted that Glasgow Life does this where possible but that some sports have specific pitch requirements.

Responding to a question asking how Equality, Diversity and Inclusion are addressed in the strategy, the Head of Sport noted that the strategy will seek to engage with different audiences to overcome the male dominated nature of these spaces making them more accessible for all audiences.

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

10. Reports for Approval and Discussion.

(1) Glasgow Life Business Plan 2025-28 approved.

A paper was presented which provided the Board with Glasgow Life's Business Plan for 2025-28.

The Chief Executive highlighted that the Business plan is a flexible three-year plan taking the organisation into a new phase, from leading the development of key city strategies for Glasgow's libraries, tourism, culture, events, physical activity and sport and community learning, to delivering them.

Glasgow Life's mission to inspire every citizen and visitor to become engaged and active in a city globally renowned for culture and sport ensures the organisation contributes to Glasgow City Council's Strategic Plan. This also means Glasgow Life supports the Council in tackling the four Grand Challenges identified for the city.

Glasgow Life will also deliver for the city through the expansion of the Live Well Community Referral Programme, the Commonwealth Games 2026, Glasgow Life's Capital Programme, the Glasgow Pitch Strategy, the Sauchiehall Street Cultural Project, People's Palace Project and Baillieston Community Hub.

Glasgow Life will remain customer focused, actively engaging with all communities and partners.

There is a focus on people through Glasgow Life's Equality, Diversity and Inclusion Strategy and Action Plan, the Equal Pay Project, the Wellbeing Action Plan and Glasgow Life's Behaviours Framework.

In response to an enquiry it was agreed that Glasgow Life's brand work will be added to the Business Plan.

In response to a question asking if mergers with other charities should be considered, the Chief Executive noted that, while in the past Glasgow Life has merged with Glasgow Cultural Enterprises and GCMB, the current direction of travel is towards devolving elements of delivery to local communities through projects such as People Make Glasgow Communities.

The Board **approved** the Business Plan for 2025-28.

(2) Glasgow Life Group Draft Budget 2025-26 approved.

A report was presented which provided the Board with a draft group budget submission for the financial year to 31 March 2026.

The Director of Finance and Corporate Services highlighted that the paper sets out a balanced budget for financial year 2025-26.

Glasgow City Council (GCC) approved three year savings for 2024-2027 at its meeting on the 15 February 2024. The 2025-26 financial year represents year two, with options previously identified and presented to the Cross Party Working Group. The approved savings are assumed to be fully deliverable.

Additional savings of £135k relating to the reduction or withdrawal in grounds maintenance services at a selection of operational and non-operational bowls venues were also agreed at the Council meeting on 20 February 2025.

GCC has confirmed that the utilities budget pressure for 2025-26 will be fully underwritten.

Responding to a question regarding the status of the museums' catering budget option, the Director of Culture, Tourism and Events noted that external consultants have been appointed to make recommendations on how to improve the catering offer. These recommendations will be explored with GCC in the first instance to determine if they can be implemented before exploring options with potential external providers.

The Board **approved** the draft group budget for 2025-26.

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

There was presented a paper updating the Board on 2024-25 group financial performance as at Period 12 (7 February 2025) including business units and budget options.

The Director of Finance and Corporate Services highlighted that the underlying position at Period 12, net of utilities pressure, is a deficit of £81k against a budgeted deficit of £282k, due to budget phasing. By year end the underlying position, net of utilities pressure, will be break even.

The main budget pressure being forecast 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. This will be underwritten by Glasgow City Council.

Six of the eight budget options for 2024-25 are on track to be delivered in full. There are two options which are tracking behind.

It is anticipated that there will be little change from Period 12 to the end of the 2024-25 financial year.

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

(4) Board Training and Development Programme and Workplan noted and approved.

A report was presented which provided the Board with an updated Training and Development Programme and Annual Workplan from April 2025 to March 2026 for the meetings of the Board and its Sub-committees.

At the Board Development Day on 4 March 2025, Board members requested an updated training and development programme for the year ahead, covering the subject areas noted in the annual survey results.

The Board also requested an updated annual workplan to help Board members understand what to expect for the year ahead, with the caveat that this may be subject to change depending on the necessity to bring unforeseen matters to the Boards' attention.

Following feedback from the Board Development Day, workplans are being developed for the Sub-committees of the Board.

In response to a question asking whether legal training appropriate for a Board of Trustees should be considered, the Head of Business and Strategy agreed to explore this further.

The Board:

- **noted** the Training and Development Programme;
- **approved** the Annual Board Workplan;
- **noted** the draft workplans of the Sub-committees of the Board.

(5) Equal Pay Project noted and approved.

A report was presented which updated the Board on the roll out of the Equal Pay Project (which includes both job evaluation activity and the development of a new pay and grading scale) and its potential implications for Glasgow Life as a result of the associated employer status.

The Head of HR highlighted that primary benchmark posts are the most common jobs in the council family, and these posts have been evaluated through interviews with a representative staff sample for each job.

The production of a rank order of primary benchmark posts is a key step to developing a new pay and grading framework.

Meetings have been held with the Job Evaluation Team to clarify additional queries.

Significant additional activity is underway with the HR team and managers to complete the work requested by the Job Evaluation Team, share information on the application of terms and conditions, and the production of job outline documents and person specifications.

As the project moves towards commencing negotiations with trade unions to develop a new pay and grading framework, Glasgow Life has sought independent legal advice on the associated employer status and its implications in any negotiations, particularly those in relation to terms and conditions.

Following discussion at the Future Planning and Scrutiny Sub-committee on 12 March 2025, further advice regarding the responsibility of Directors to work in the best interests of the charity was sought from Burness Paul and is provided to the Board in section 4.10 of the report.

The head of HR noted that the main areas where Glasgow Life terms and conditions differ from those of Glasgow City Council relate to overtime payments and public holiday allocation.

Approval was sought from the Glasgow Life Board to delegate authority to the Chief Executive and Director of Finance and Corporate Services to allow Glasgow City Council and its officers to consult and negotiate on behalf of, and represent the interests of, Culture and Sport Glasgow (Glasgow Life) in future considerations and negotiations with Trade Union representatives relating to the design and implementation of a new pay and grading scheme.

The Board **noted**:

- the update and the current workload and activity to complete and implement the new Job Evaluation scheme and subsequent pay and grading activity.
- The advice received from Burness Paull.
- The background information contained in Appendix 3.

And **approved**

- The delegation of authority to the Chief Executive and the Director of Finance and Corporate Services to allow Glasgow City Council and its officers to consult and negotiate on behalf of, and represent the interests of, Culture and Sport Glasgow (Glasgow Life) in future considerations and negotiations with Trade Union representatives relating to the design and implementation of a new pay and grading scheme.
- that any financial implications of the implementation of the Scottish Joint Council for Local Government Employees Job Evaluation Scheme 3rd Edition and a revised pay and grading framework are brought back to the Future Planning and Scrutiny Sub-committee and Board for further consideration and discussion.

(6) Capital Planning 2025-28 considered.

A report was presented which outlined the Capital Investment Programme for the period 2025-28, detailing budget allocations, investment priorities, and planned works, providing an overview of key infrastructure projects, statutory maintenance requirements, and noted anticipated funding adjustments to support Glasgow Life's estate management and operational goals.

The Director of Finance and Corporate Services highlighted that Glasgow City Council has allocated capital of £21 million for Glasgow Life between 2025-20.

High priority works include the removal of RAAC from Cardonald Library, structural repairs to Easterhouse Campus Pool, and statutory compliance upgrades across multiple sites.

The Capital Investment Programme will receive £10 million over three years, supporting structural repairs, compliance improvements, and library refurbishments.

The Sale and Leaseback portfolio will be allocated £11 million, funding key maintenance and infrastructure projects across various cultural and leisure venues.

In response to an enquiry regarding accessibility, the Director of Finance and Corporate Services noted that accessibility is treated as a priority when planning capital works.

The Board **considered** the content of this report.

(7) Update to the Scheme of Delegated Functions noted and approved.

A report was presented which proposed updates to the Scheme of Delegated Functions as a result of an audit of the Scheme of Delegated Functions carried out in 2024.

The Board:

- **noted** that this paper was approved for submission to the Board by the Audit Sub-committee on 5 March 2025.
- and **approved** the changes to the Scheme of Delegated Functions.

(8) Environmental and Sustainability Action Plan Update noted.

A report was presented which provided an update on the development of Glasgow Life's Environmental and Sustainability Action Plan.

The Director of Finance and Corporate Services highlighted that the action plan provides SMART approaches to achieving Glasgow Life's commitments as detailed in the Environmental and Sustainability Policy (2023).

Managers across all service areas, and staff with an interest in sustainability, were consulted and provided their views on specific actions that Glasgow Life should take to achieve the goals set out in the Policy.

Over 500 specific actions were submitted during the consultation which will be aligned against one of eleven themes in the action plan, following scrutiny for duplication and similarity.

The Board **noted** the progress made in the development of Glasgow Life's Environmental and Sustainability Action Plan.

(9) OSCR and Charity Trustee Details considered and noted.

A report was presented which provided the Board with an update on changes to Charity Law in Scotland and how Director information will be shared with the Office of the Scottish Charity Regulator (OSCR).

The Director of Finance and Corporate Services highlighted that legislation was laid in the Scottish Parliament on 23 February 2024 to bring into effect some of the changes contained in the Charities (Regulation and Administration) (Scotland) Act 2023.

Most changes have already been made. The remaining changes will come into effect from summer 2025.

OSCR will require charities to submit the name, home address, email address, telephone number and date of birth for each charity trustee.

These details will be kept securely by OSCR and will be used to help regulate charities more effectively, and to contact trustees where necessary.

The first and last name of each charity trustee will be published on the Scottish Charity Register from the end of 2025 to enhance transparency and public trust, allowing donors, funders, and the public to see who is responsible for governing each charity.

Individual trustees will be able to apply for their name not to be published, but only where this might put safety or security in jeopardy.

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

11. Reports for Noting.

The Chair **noted** that no questions had been received prior to the meeting.

(1) **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 led by Glasgow Life within Grand Challenge 2 of the Glasgow City Council Strategic Plan.
- That in 2025 Glasgow Life will provide further updates to the OPDSC on Grand Challenge 1 (4 June, 6 August and 3 December) and Grand Challenge 2 (6 August, 5 November) and subsequent updates will be shared with the Glasgow Life Board.

(2) **People's Palace Update noted.**

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

(3) **Commonwealth Games Update noted.**

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

(4) **Procurement: Mechanical, Electrical & Plumbing Maintenance and Repair Contract 2025-2030 noted.**

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

(5) **People Update noted.**

The Head of HR updated the Board on Chief Executive recruitment, noting that candidates will meet the Glasgow Life Leadership Team on 28 March 2025 and second interviews will take place on 1 April 2025.

The Board:

- **noted** that across Glasgow Life there continues to be increased trade union activity.
- **noted** the information specified in the report including the attendance and employee relations data.
- **noted** the implementation of the Real Living Wage.

- **noted** the update on the Chief Executive Recruitment.

(6) Capital Programme Update noted.

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

(7) IT Update noted.

The Board **noted**:

- the current position of Glasgow Life's ICT contract within the wider Council family;
and
- that further reports on specific ICT proposals will be provided to the Board at future dates.

12. Date of Next Meeting noted.

The Board **noted** that the next meeting will take place on Wednesday 18 June at 09:30 in the City Halls.