

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)

DRAFT MINUTE of a MEETING of the Board of
Directors of Culture and Sport Glasgow held in
Commonwealth House, Glasgow on 25 March 2026.

Present: Bailie Annette Christie (Chair)
 Shahid Hanif
 Glen Gribbon
 Iain MacRitchie
 Councillor Holly Bruce
 Bailie Linda Pike
 Councillor Kieran Turner
 Lynn Bradley
 Siobhan Nairn
 Kay Morrison (Chief Executive)

Attending: Jan Buchanan, Director of Finance and Corporate Services; Billy
 Garrett, Director of Director of Culture, Tourism and Events; George
 Hunter, Director of Libraries, Sport and Physical Activity, and
 Communities; Nicola Thomson, Head of Marketing and Communications
 Mark Harkness, Governance and Liaison Officer: all Culture and Sport
 Glasgow.

Apologies: Anita Salwan, Councillor Eva Bolander

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 Eva Bolander.

3. Declarations of Interest noted

There were no declarations of interest.

4. Minute of Previous Meeting approved.

The minute of the Board meeting held on 28 January 2026 was submitted for approval.

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

5. Matters Arising noted.

There was one matter arising:

1. 2025-26 Budget and Financial Performance – 28 January 2026

The Director of Finance and Corporate Services agreed that the Head of Commercial and Business Growth would bring a presentation to the Future Planning and Scrutiny Sub-committee.

Closed. The Head of Commercial and Business Growth delivered a presentation to the Future Planning and Scrutiny Sub-committee on 11 March 2026

6. Draft Minutes noted.

The Board **noted** the draft minutes from the Health and Safety Sub-committee on 12 November 2025, The Audit Sub-committee on 4 March 2026 and the Future Planning and Scrutiny Sub-committee on 11 March 2026.

The Chair of the Audit Sub-committee noted that Internal Audit will review controls and mitigations as part of their audit of Risk Management and was pleased to see a report on Cyber Security included on this agenda and scheduled for the June Board.

7. Chair's update noted.

A written update from the Chair was circulated on 23 March 2026.

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 Chief Executive noted that a Board Member Survey will be circulated after Easter and that the Chair will arrange one to one meetings with each Board Member.

The Board Development Day is scheduled for 19 May 2026 and will be held in the Glasgow International Arena.

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

9. Reports for Approval and Discussion

(1) Glasgow Life Group Draft Budget 2026-27 – Submission Report

There was presented a report providing a Group budget submission for the financial year to 31 March 2027.

The Director of Finance and Corporate Services highlighted that Glasgow Life will set a balanced budget for financial year 2026-27.

The 2024-27 Glasgow City Council (GCC) budget setting process allowed for a multi-year approach to preparing budget options. Glasgow Life put forward £10.8m of budget options covering 2024-27, £9.8m were included in Glasgow City Council's approved budget with £7.9m related to core or new income. 2026-27 represents year 3 of this multi-year approach.

Additional savings of £1.355m were also agreed at the Council meeting of 24 February 2026. This includes £0.8m of core income, £0.5m temporary saving from Whitehill Pool and £0.055m for GMRC moving to appointment only access.

The Board **noted** the contents of the paper and **approved** the budget submission.

(2) 2025-26 Budget and Financial Performance noted.

There was presented a report detailing Glasgow Life's 2025-26 budget performance including business units and budget options.

The Director of Finance and Corporate Services noted that the net position at P12 (6 February 2026) is a deficit of £410k against a budgeted deficit of £473k.

The current forecast position is a deficit of £1.2m which is the total expected energy pressure to year ending 31 March 2026.

The main underspend is in employee costs due to the level of vacancies.

Business Units are forecast to collectively contribute £1.3m.

It was noted that budget targets were ambitious and Glasgow Life performed well throughout the year with Business Units in particular showing strong results.

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

(3) People's Palace Update considered and noted.

The Director of Culture, Tourism and Events presented a report informing the Board of the progress of the People's Palace and Winter Gardens capital works project.

The Director of Culture, Tourism and Events highlighted that there has been a lot of activity with the People's Palace project and that there will be crucial milestones in the next few months.

The project reached an important milestone on 25 February 2026, receiving a positive outcome from its mid-term review with the National Lottery Heritage Fund (NLHF). This is a significant moment as it allows the project to make a full NLHF Stage 2 Submission in May 2026, and, it also demonstrates the progress of the project and the value of the recent calibration.

The next major milestone of the project is the full application submission for Delivery Phase funding to the NLHF on 28 May 2026 (with a decision in September 2026).

The project is entering a key decision period Delivery Phase application to NLHF by 28 May 2026. This paper will outline the recommended project, cost and programme following the review of an options appraisal by Cabinet.

On 23 March 2026, the GCC Cabinet visited the building and heard directly from the team.

In response to a question asking when contractors would be onsite the Director of Culture, Tourism and Events noted that the strip out of the building has already started and that the team are keen to continue.

Responding to a question asking if there will be an opportunity for local people to make an individual donation to the People's Palace, the Director of Culture, Tourism and Events noted the contribution already made by people through their participation in advisory groups and agreed to forward this to the Project Team for consideration.

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

10. Reports for Noting

The Chair noted that no questions about the following papers had been received prior to the meeting, but those questions submitted afterward would be responded to.

(1) People Update noted.

The Board **noted** that across Glasgow Life there is increased trade union activity and the potential for periods of industrial action and **noted** the information specified in the report including the attendance and employee relations data, including information on an annual basis.

(2) Glasgow Life Report to GCC Operational Performance and Delivery Scrutiny Committee (OPDSC) noted.

The Board **noted** the contents of this report, and the progress of those commitments led by Glasgow Life within Grand Challenge 1 of the GCC Strategic Plan which were reported to the GCC OPDSC on 11 March 2026.

(3) Cyber Security Risk noted.

The Board **noted** that a report on Cyber Security will be presented to the Glasgow Life Board in on 17 June 2026.

11. Presentation: Commonwealth Game Festival

The Director of Culture, Tourism and Events delivered a presentation on the Glasgow 2026 Festival Programme.

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

12. Date of Next Meeting noted.

The Board **noted** that the next meeting will take place on Wednesday 17 June 2026 at 9:30am.