

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 Parkhead Hub,
Glasgow on 19 November 2025.

Present: Bailie Annette Christie (Chair from Item 4)

Shahid Hanif

Glen Gribbon

Iain MacRitchie

Anita Salwan

Councillor Holly Bruce

Kay Morrison (Chief Executive)

Attending: Jan Buchanan, Director of Finance and Corporate Services;

Billy Garrett, Director of Director of Culture, Tourism and

Events; Lynda Campbell, Head of Business and Strategy;

Iain McPhie, Head of Development; Jane Rowlands, Head of Museums; Mark Harkness, Governance and Liaison Officer: all Culture and Sport Glasgow.

Apologies: Bailie Linda Pike, Councillor Kieran Turner, Lynn Bradley, Siobhan Nairn, Councillor Eva Bolander

1. Welcome, notice and quorum, noted and agreed.

The Chief Executive 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 Bailie Linda Pike, Councillor Kieran Turner, Lynn Bradley and Siobhan Nairn.

3. Appointment of Chair Agreed

The Chief Executive noted that the Annual General Meeting was held on 3 September 2025, and the Chair of the Board required to be appointed.

Kay Morrison nominated Baillie Annette Christie. The appointment was unanimously **agreed** by the Board.

Baillie Christie at this point took the Chair for the rest of the meeting.

It was advised that a Vice-Chair, as well as the Chairs of the Audit Committee and Sub-committees required to be appointed.

Bailie Christie nominated Iain MacRitchie as Vice Chair. The appointment was unanimously **agreed** by the Board.

4. Appointments to Glasgow Life Sub Committees agreed

It was advised that the Chairs of the Sub-committees required to be appointed.

- Appointment of chairs to the Sub-committees:
 - Lynn Bradley as Chair of the Audit Sub-committee.
 - Bailie Annette Christie as Chair of the Equality, Diversity and Inclusion Sub-committee.
 - Iain MacRitchie as Chair of the Future Planning and Scrutiny Sub-committee.
 - Councillor Kieran Turner as Chair of the Health & Safety Sub-committee
 - Bailie Annette Christie as Chair of the Nominations Sub-committee.

The Board **agreed** unanimously to reappoint the Chairs of the Sub-committees.

5. Declarations of Interest noted

A declaration of Interests was made by Anita Salwan regarding Dementia Heroes, a dementia support group and café founded by her husband, Arvin Salwan. Dementia Heroes has entered into a standard partnership agreement with Glasgow Life.

6. Minute of Previous Meeting approved.

The minute of the Board meeting held on 3 September 2025 was submitted for approval.

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

7. Matters Arising noted.

There were two matters arising:

1. Operational Performance Report – 18 June 2025

The Head of Business and Strategy agreed that the outputs of the report could be aligned with Glasgow Life's purpose and mission.

Open. Due in January 2026.

2. People Update – TUPE Transfer of Staff to GCC – 3 September 2025

The Head of Marketing and Communications agreed to circulate a consultant report which includes the business case supporting the transfer.

Closed. Report circulated to Board members on 4 September 2025.

8. Draft Minutes noted.

The Board noted the minutes of the minutes from the Future Planning and Scrutiny Sub-committee of 20 August 2025, the draft minutes from the Equality, Diversity and Inclusion Sub-committee of 22 October 2025 and draft minutes from the Future Planning and Scrutiny Sub-committee of 4 November 2025.

9. Chair's update noted.

A written update from the Chair was circulated on 18 November 2025.

10. 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.

11. Presentations

(1) Glasgow Life Brand and Charity Messaging noted.

The Head of Development delivered a presentation on Glasgow Life's Brand and charity messaging.

In response to a question regarding how culture change could be achieved within Glasgow Life the Head of Development noted that this would involve making colleagues aware of their impact and using storytelling to ensure colleagues understand how they contribute to successes, and by supporting staff to deliver outcomes.

Responding to a question about long and short term successes, the Head of Development noted that short term it would be helpful to monitor the impact of new Museums' donation boxes and developing this, and long term the importance of changing public perception regarding how the public view Glasgow Life and its status as a charity.

In response to a question regarding regular giving and online / social media marketing, the Head of Development noted that these will be included in brand development and will be addressed by the incoming Head of Marketing and Communications.

There was a suggestion that the communication theme of the brand could be extended to internal communications and communications with elected members and the Head of Development noted that language use is being tested across communications to determine what lands well.

Success within Glasgow Life can be measured through responses to the Colleague Survey and through feedback in one to one and meetings.

The Head of Development confirmed that work is ongoing to determine the best use of technology and demographics to maximise the brand and charity messaging.

In response to a question regarding the culture around staff asking for donations, the Head of Development noted that Museums have been working with staff over a number of years to increase confidence regarding this, but that cultural change would be needed in other areas of Glasgow Life before staff would be confident to ask for donations

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

(2) People's Palace Project Update noted.

The Head of Museums delivered a presentation updating the Board on progress made in the People's Palace Project.

In response to a question asking about lighting in the area surrounding the People's Palace the Head of Museums noted that there is a focus on mapping and strengthening visibility of pathways and that lighting will be part of this.

The Head of Museums also highlighted that this work will be done in partnership with Neighbourhood and Regeneration Services (NRS) as the current Glasgow Life boundary is very close to the footprint of the venue.

In response to a question regarding revenue generation the Head of Museums noted that work is ongoing to develop a business plan for retail and catering.

In response to a question asking about level of confidence regarding National Lottery Heritage Fund application, the Head of Museums noted that confidence is high but that the project team are working to develop relationships and to partner with other projects.

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

12. Reports for Approval and Discussion

(1) 2024-25 Budget and Financial Performance noted.

There was presented a paper updating the Board on 2025/26 financial performance as at Period 7 (19 September 2025) including business units and budget options. The full year forecast is also reported.

The Director of Finance and Corporate Services highlighted that the net position at Period 7 is a surplus of £318k against a budgeted surplus of £773k.

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

Income over-recovery year to date is £189k and is forecast to reach £349k for the full year.

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

Self Funding Business Units have collectively contributed £753k year to date and are forecast to reach £1.3m for the full year.

Responding to a question, the Director of Finance and Corporate Services confirmed that it would be possible for the Glasgow Club to be treated as a Self Funding Business Unit and that Sport already engage positively regarding business units.

The Board welcomed the Director of Finance and Corporate Services' suggestion that Glasgow Club and Membership as a future topic at a Board Training and Development session.

In response to a question asking if the budget pressure relating to energy is reducing year on year, the Director of Finance and Corporate Services stated that the budget pressure has reduced in year and is expected to be lower again in the 2026/27 financial year.

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

(2) Glasgow Life Budget Strategy 2026-28 noted.

A report was presented which provided an update on Glasgow Life's budget strategy for 2026-28.

The Director of Finance and Corporate Services highlighted that 2025-27 options already identified will be fully delivered.

Glasgow City Council (GCC) financial forecast for 2026-28 has identified an additional budget gap.

No financial target has been set by GCC at this time, but Glasgow Life are working on budget options in preparation. Proposed options were detailed in the report.

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

(3) Gender Pay Gap Reporting.

There was an error which meant that the Gender Pay Gap Reporting paper was not circulated to the Board with the other papers.

This paper will now be presented to the Board on 28 January 2026.

(4) Glasgow Community Learning and Development Strategic Partnership Annual Report 2024/25 noted.

There was presented a report highlighting key work delivered by Community Learning and Development (CLD) providers in 2024/25 against the priorities set out in the Glasgow Community Learning and Development Strategic and Action Plans 2024-27.

The Director of Culture, Tourism and Events noted that the data shows a sustained commitment to high-quality, person-centred learning and development despite economic and social challenges. Community led approaches remain vital to the fabric of Glasgow life and learners, staff, and volunteers all contribute to a thriving, inclusive city through their engagement in CLD.

In response to a question asking if a comparison could be made showing progress over a three year time period it was agreed that this could be included in future reports.

The Director of Culture, Tourism and Events noted that attribution for Glasgow Life can be difficult due to the nature of support offered and interaction with partners, but that HMIE inspections do credit Glasgow Life's work.

It was agreed that a presentation on CLD and Glasgow Life contribution will be delivered as a Board Training and Development session.

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

13. 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) **Capital Programme Update noted.**

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

(2) **People Update noted.**

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

(3) **Commonwealth Games 2026 Update noted.**

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

(4) **Assessing Glasgow Life Board Effectiveness noted.**

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

14. Date of Next Meeting noted.

The Board noted that the next meeting will take place on Wednesday 28 January 2026 at 9:30am.