

**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 Glasgow Life's offices at 38 Albion Street on 3 September 2025.

Present:	Bailie Annette Christie (Chair) Siobhan Nairn Glen Gribbon Iain MacRitchie Shahid Hanif Anita Salwan Lynn Bradley Councillor Kieran Turner Councillor Eva Bolander Bailie Linda Pike Kay Morrison (Chief Executive)
Attending:	Jan Buchanan, Director of Finance and Corporate Services; Billy Garrett, Director of Culture, Tourism and Events; Alex Harvie, Head of Marketing and Communications; Lynda Campbell, Head of Business and Strategy; Shalu Pandey, Principal Accountant Mark Harkness, Governance and Liaison Officer: all Culture and Sport Glasgow.
Apologies:	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 Councillor Holly Bruce.

**3. Declarations of Interest noted.**

There were no declarations of interest made.

#### **4. Minute of Previous Meeting approved.**

The minute of the Board meeting held on 18 June 2025 was submitted for approval.

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

#### **5. Appointments to Boards and Sub-committees noted and approved.**

There was presented a report recommending the appointment of Bailie Linda Pike to the Board of Culture and Sport Glasgow (Trading) CIC and to the Audit and Health and Safety Sub-committees of the Glasgow Life Board.

The Board **approved** the appointment of Bailie Linda Pike to the Board of Culture and Sport Glasgow (Trading) CIC, and to the Audit and Health and Safety Sub-committees of the Glasgow Life Board.

#### **6. Matters Arising noted.**

There were four matters arising:

- 1) People Update presented to the Board on 29 January 2025.** A comparison of Glasgow Life absence statistics to Glasgow City Council (GCC) was included in Item 11 (5) – People Update, so this matter arising is now **closed**.
- 2) 2025-26 Budget and Financial Performance presented to the Board on 18 June 2025.** A session on Economic Impact Evaluation and Commercial and Business Growth is scheduled for 9 September 2025, so this matter arising is now **closed**.
- 3) Draft Glasgow Life Annual Performance Report 2024/25 presented to the Board on 18 June 2025.** Board feedback has been incorporated in the Annual Performance Report and so this matter arising is now **closed**.
- 4) Feedback on the Operational Performance Report presented to the Board on 18 June 2025.** The next report will be presented to the Board in January 2026.

#### **7. Draft Minutes noted.**

The Board **noted** the minutes of the Future Planning and Scrutiny Sub-committee from 5 June 2025 and draft minutes of the Audit Sub-committee of 13 August 2025.

#### **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 – Culture and Sport Glasgow Financial Statements noted.**

The Principal Accountant delivered a presentation giving background and overview of the Culture and Sport Glasgow Financial Statements for the 2024/25 financial year.

In response to a question, the Director of Finance and Corporate Service confirmed that the transfer of Conventions and Tourism and Destination Marketing teams to Glasgow City Council would not have a negative effect on Glasgow Life's income as it is the net budget that will be transferred.

The Board and Directors thanked the Principal Accountant and Finance staff for their preparation of the financial statements

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

## **10. Reports for Approval and Discussion.**

### **(1) Audit Sub-committee Annual Report to the Board noted.**

A report was presented summarising the work done by the Audit Sub-committee during the previous 12 month period to 13 August 2025. The report covered the activities of the Sub-committee, reports presented, and the work done by the Sub-committee in support of recommendations it made to the Board.

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

### **(2) Culture and Sport Glasgow Group Accounts 2024-25 approved.**

The Culture and Sport Glasgow Report and Group Financial Statements to 31 March 2025 were presented and the Board was asked to give approval.

After consideration the Board agreed to **approve** the Culture and Sport Glasgow Report and Group Financial Statements to 31 March 2025.

### **(3) 2025-26 Budget and Financial Performance approved.**

There was presented, a report providing an update on 2025/26 group financial performance as at Period 5 (25 July 2025) including business units and budget options.

The Director of Finance and Corporate Services highlighted that the position at Period 5 is a surplus of £3.7m against a budgeted surplus of £3.0m.

The main budget pressure being a result of high energy costs being incurred. Utilities budget pressure has been underwritten by Glasgow City Council and this pressure appears to be reducing.

The main underspend is in relation to employee costs due to the level of vacancies. It was agreed that the Future Planning and Scrutiny Sub-committee would scrutinise this and report back to the Board

In response to a question the Director of Finance and Corporate Services noted that additional National Insurance costs are covered by GCC, as are any cost of living wage increases.

It was noted that there is some under delivery on income, but that this may be a phasing issue and will be clarified in the forecast.

The Director of Finance and Corporate Services gave an overview of self-funded business units highlighting that these are expected to make a contribution of approximately £1.1 million at the end of 2025/26.

In response to a question asking if the Box Office Figures reflect a phasing issue, the Director of Finance and Corporate Services stated that this is thought to be the case and this will be addressed in the forecasts.

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

**(4) Strategic Planning 2026-2028 approved.**

There was presented a paper giving an overview of Glasgow Life's 2026–28 Strategic Planning process, including the methods being used to identify options and deliver budget savings during this period.

The Director of Finance and Corporate Services highlighted that there will be four planning workstreams to focus on the areas of business which will deliver the savings.

Each workstream will be chaired by a Head of Service, sponsored by a member of the Leadership Team, and supported by a Business Analyst and a Finance and an HR Business Partner.

The workstreams will recognise the overlap and interdependencies across the project. Terms of reference will inform how the workstreams align with Glasgow Life strategic priorities, ensuring that we continue to contribute to the city's economic, social, and cultural wellbeing.

There is an overall financial target of £10.5 million by 2029. This is broken down into £3.5 million for the financial years 2026/27, 2027/28 and 2028-beyond. Each workstream's contribution will be profiled as options are identified and agreed.

The financial year 2027/28 can include additional income in excess of £1 million attributable to price increases and new revenue streams; the £1.6m already in the budget to be delivered in 2026/27 is deliverable however no additional income is forecast for 2026/27.

Section 7 of the report contains an indicative timeline. It was noted that timescales may be subject to change.

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

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

A report was presented which updated the Board on industrial relations within Glasgow Life, implementation of the 2025 pay deal, the People Scorecard and development of a new Destination Marketing and Management Organisation within GCC and subsequent staffing implications within Glasgow Life.

In response to a question regarding the financial cost of absence, the Director of Finance and Corporate Services stated that the SAP system is unable to provide this information.

Regarding the TUPE transfer of staff from the Conventions, Tourism and Destination Marketing Teams to Glasgow City Council, the Director of Finance and Corporate Services highlighted that included in the recommendations made to the City Administration Committee on 4 January 2023, following the Council Family Review of Glasgow Life were the following actions:

- Glasgow City Council to consider a wider approach to conventions and tourism alongside economic growth.
- Glasgow City Council to consider any impact on Glasgow Life following the review of Events.

This has resulted in the creation of a new central Destination Marketing and Management Organisation within the Chief Executive's Economic Development Department and the proposed TUPE transfer of 15.94 FTE staff to Glasgow City Council.

In response to a question regarding the implications for Glasgow Life, the Director of Culture, Tourism and Marketing noted that Glasgow Life would continue to deliver on organisational objectives, and that a workstream had been convened to address any impact on the Charity, and that Glasgow Life would continue to work with Destination Marketing in an integrated fashion.

The contents of the People Update were **noted** and following a discussion regarding the proposed TUPE transfer of staff and the legal process which includes staff consultation, the Board **approved** the recommendations, with the exception of the deadline date of 25 November 2025 which the Council had proposed.

## **(6) Update to the Scheme of Delegated Functions approved.**

A report with proposed changes to the Scheme of Delegated Functions was presented for review and approval.

The Director of Finance and Corporate Services highlighted that to ensure there are sufficient, properly authorised officers to carry out Glasgow Life's procurement activities, lawfully, and effectively, until a new Director is in post, it has been identified that some temporary amendments to Glasgow Life's Scheme of Delegated Functions are required.

The Director of Finance and Corporate Services recommended that these amendments are adopted for a period of six months and reviewed thereafter.

The Director of Finance and Corporate Services also recommended some housekeeping updates to ensure that job titles and remits are accurate.

The Board **approved** the proposed changes to the Scheme of Delegated Functions.

## **11. Reports for Noting.**

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

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

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

**(2) Health and Safety Annual Report 2024/25 noted.**

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

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

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

**(4) People's Palace Project Update noted.**

The Board **noted** the content of the report and the progress made.

**(5) Procurement: Provision of Glasgow City Centre Projection and Lighting Trail in Association with Commissioned Artists noted.**

The Board **noted** the award of the Provision of Glasgow City Centre Projection and Lighting Trail in Association with Commissioned Artists.

**(6) Procurement: Maintenance and Repairs of Synthetic Sports Surfaces noted.**

The Board **noted** the award of the provision of Maintenance and Repairs of Synthetic Sports Surfaces for a four-year term as detailed in this report.

**(7) Procurement: Consultant Support via UK Leisure Framework noted.**

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

**12. Date of Next Meeting noted.**

The Board **noted** that the next meeting will take place on Wednesday 19 November 2025, in Parkhead Hub.