

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 28 January 2026.

Present: Bailie Annette Christie (Chair)
 Shahid Hanif
 Glen Gribbon
 Iain MacRitchie
 Councillor Holly Bruce
 Bailie Linda Pike
 Councillor Kieran Turner
 Councillor Eva Bolander
 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; Mark Harkness, Governance and Liaison Officer: all
 Culture and Sport Glasgow.

Apologies: Anita Salwan

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

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 19 November 2025 was submitted for approval.

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

5. 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.

Closed. A report will be presented later in this meeting.

2. Gender Pay Gap Reporting – 19 November 2025

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.

Closed. A report will be presented later in this meeting.

6. Draft Minutes noted.

The Board **noted** the draft minutes from the Audit Sub-committee of 4 December 2025.

7. Chair's update noted.

A written update from the Chair was circulated on 22 January 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 Board **noted** the content of this update.

9. Reports for Approval and Discussion

(1) 2025-26 Budget and Financial Performance noted.

There was presented a paper updating the Board on 2025-26 financial performance as at Period 10 (12 December 2025) including Business Units and Budget Options. The full year forecast was also reported.

The Director of Finance and Corporate Services highlighted that the Net Position at P10 is a surplus of £488k against a budgeted surplus of £799k.

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

Business Units have collectively contributed £1.27m to date.

2025-27 budget options were presented along with delivery plans.

In response to a request for an update on the Retail Strategy and comparison to external organisations for greater insight, 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.

The Board **noted** the content 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 updated the Board on the development of budget options for 2026-28.

After discussion, the Board **noted** the content of the paper.

(3) Gender Pay Gap Reporting noted and approved.

The Director of Finance and Corporate Services highlighted that women at Glasgow Life are remunerated 9.0% higher than men. This gap reflects an increase of 3.0% on that reported last year.

In consideration of median hourly pay, women in Glasgow Life are remunerated 4.8% higher than men. This gap accounts for a 0.5% reduction on that reported last year.

Following Glasgow Life Board approval, a statistical return will be submitted to HMRC and findings published on the company website.

The Board **noted** the most recent information associated with the gender pay gap of Glasgow Life's workforce.

The Board **approved** the reporting of Glasgow Life's gender pay gap information (as of 5 April 2025) to HMRC.

The Board **approved** the publication of Glasgow Life's gender pay gap information (as of 5 April 2025) to Glasgow Life's website for public access.

(4) Update to The Scheme of Delegated Functions approved.

A report was presented detailing proposed changes to the Scheme of Delegated Functions and requesting approval from the Board.

The Director of Finance and Corporate Services highlighted that in October and November 2025, Glasgow Life Management Teams were asked to review the Scheme of Delegated Functions to ensure that changes to business, legislation, procedures and/or structures were properly captured. The Board was provided with a summary of the proposed amendments.

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

(5) Unrestricted Reserves Policy approved.

There was presented a report asking the Board to approve the Unrestricted Reserves Policy.

The Director of Finance and Corporate Services highlighted that the current reserves policy is to accumulate an undesignated reserve fund which is sufficient to allow Glasgow Life protection against future adverse economic conditions or investment challenges. The Board previously set a target of 1.5% of total income, with a minimum of 0.5% of total income.

The unrestricted reserves at 31 March 2025 stood at £2.025m (£2.037m 2024) which represents approximately 1.5% of total income.

The Board **agreed** that Glasgow Life should continue with the reserves target of 1.5% achieving a minimum of 0.5% of total income.

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.

In response to a request for more time during Board meetings to discuss reports such as the People Update, the Chief Executive advised that discussions are underway regarding the content of future Board reports and that there will be more information available at the Board Development Day in May 2026.

(1) People Update noted.

The Board **noted** the results of the 2025 Colleague Engagement Survey and **noted** the information specified in the report including the attendance and employee relations data, and that across Glasgow Life there is increased trade union activity.

(2) Strategic Risk Register noted.

The Board **noted** the risks in Glasgow Life's Strategic Risk Register.

(3) Sauchiehall Street: Culture and Heritage District noted.

The Board **noted** the content of the report and that the report is confidential and embargoed.

(4) Operational Performance Update noted.

In response to a question asking for more focus on performance in the report rather than charts and summarised insights, the Chief Executive noted that discussions regarding future performance reports are ongoing and that there will be more information available at the Board Development Day in May 2026.

The Board **noted** the contents and updates in the paper.

(5) Capital Programme Update noted.

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

(6) People's Palace Update noted.

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

(7) Commonwealth Games Update noted.

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

(8) Information Management and Security Update noted.

In response to a question regarding data breaches the Director of Finance and Corporate Services confirmed that there is a formal process for staff to follow in event of a data breach.

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

11. Date of Next Meeting noted.

The Board **noted** that the next meeting will take place on Wednesday 25 March 2026 at 9:30am.