

**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 City Halls on 18  
June 2025.

Present:	Bailie Annette Christie (Chair) Siobhan Nairn Glen Gribbon Iain MacRitchie Shahid Hanif Councillor Kieran Turner Councillor Laura Doherty Councillor Eva Bolander Anita Salwan Councillor Holly Bruce Susan Deighan (Chief Executive)
Attending:	Kay Morrison, incoming Chief Executive; 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; Elaine Lawrie, Governance and Risk Manager; Mark Harkness, Governance and Liaison Officer: all Culture and Sport Glasgow.
Apologies:	Lynn Bradley

**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 Lynn Bradley.

**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 26 March 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 the appointments.**

There was presented a report recommending the appointment of the incoming Chief Executive to the Boards of Culture and Sport Glasgow and Culture and Sport Glasgow (Trading) CIC, and to all Sub-committees of the Board (Audit, Health and Safety, Future Planning and Scrutiny, Equality, Diversity and Inclusion and Nominations) as of 7 July 2025.

The Board **approved** the appointments.

The Board **noted** that the outgoing Chief Executive, Susan Deighan stood down from these same Board and Sub-committees as of 18 June 2025.

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

There were four matters arising:

##### **1) Operational Performance Report**

**Closed.** A report is included for later in the meeting.

##### **2) Glasgow Pitch Strategy Presentation**

**Closed.** A report is included for later in the meeting.

##### **3) Board Training and Development Programme and Workplan**

**Closed.** The legal training delivered at the annual development day fulfils this requirement, however if there is specific legal training required for one or more of the trustees this can be arranged.

##### **4) People Update**

**Open.** A comparison of Glasgow Life absence statistics to other Council Family departments will be included in the People Paper presented to the Board on 3 September 2025 and thereafter reported every six months in line with Glasgow City Council reporting.

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

The Board **noted** the minutes of the Future Planning and Scrutiny Sub-committee from 12 March 2025, draft minutes of the Equalities, Diversity and Inclusion Sub-committee of 8 April 2025 and draft minutes of the Health and Safety Sub-committee from 27 May 2025.

#### **8. Chair's update noted.**

A written update from the Chair was circulated prior to the meeting.

## **9. 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.

## **10. Presentation – Sauchiehall Street: Culture and Heritage District noted.**

The Director of Culture, Tourism and Events delivered a presentation on the Sauchiehall Street: Culture and Heritage District which included the background to the project, current initiatives and activities and next steps.

In response to a question asking how the project linked to Glasgow City Council (GCC) services, the Director of Culture, Tourism and Events noted that the project team work closely with Neighbourhood and Regeneration Services and with GCC on compliance matters and that Glasgow Life contributes to the City Centre Task force.

In response to a question the Director of Culture, Tourism and Events noted that the student population will be a key part of the project. Project staff have engaged with property developers and universities, particularly Strathclyde University who own the former Marks and Spencer and ABC sites. The project also engages with issues around transport, the nighttime economy and City of Music through involvement in the City Centre Task Force.

In response to a question the Director of Culture, Tourism and Events noted that discussions are ongoing with housing organisations and housing associations about using some of the heritage buildings in the area for affordable housing, and that any developments will complement GCC's existing housing policy.

Responding to a question on the funding of the proof of concept stage the Director of Culture, Tourism and Events noted that project funding comes from the overall National Heritage Lottery Fund (NHLF) fund of £10m and that NHLF are open to discussion if requirements change. It was noted that this has already happened with Stage 1 funding which had increased after discussion with NHLF.

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

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

### **(1) 2024-25 Group Financial Performance/Draft Outturn noted.**

There was presented a report on Glasgow Life's draft budget outturn for the 2024-25 financial year.

The Director of Finance and Corporate Services noted that Glasgow Life's draft position at 2024-25 year end is a deficit of £4.1m against a budgeted deficit of £4.2m. This relates to utilities pressure due to the inflation of energy costs. This has been underwritten by GCC therefore the underlying position is a breakeven position.

#### **Income**

- Bookings and Sales are ahead of budget at £1.2m ahead of forecast.

- Both external funding income and other operating income are ahead of budget.
- Museums donations are £109k less than budget.
- Income is up across every service area but much of this has additional unbudgeted expenditure attributable to it.
- Occupancy agreement income performance has improved against budget.
- Venue hire has continued to grow in the final few weeks of the year coming in ahead of forecast by £115k.
- Within the CIC, daytime catering has performed well with royalties received £100k over forecast.

### **Expenditure key highlights**

- Employee costs delivered an underspend of £2m.
- Utility costs came in slightly lower than the expected £4.2m pressure forecast at £4.1m.
- CIC expenditure overall is higher than budget. However, income is also over recovered.

### **Self Funding Business Units**

At the end of 2024-25 the Business Units delivered a collective surplus of £1.2m; this is an overall improvement on forecast of £185k.

### **Progress and impact of 2024-25 Budget Options**

The budget options taken as part of the GCC 2024-25 budget planning process reduced Glasgow Life's service fee by £3m. To date £2.9m of those savings have been realised, leaving £60k slippage linked to growth in donations, gift aid income and museums catering.

The Board **noted** the 2024-25 draft financial results for the period 1 April 2024 to 31 March 2025.

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

There was presented a report providing details of Glasgow Life's 2025-26 budget performance including Business Units and budget options.

The Director of Finance and Corporate Services highlighted that in March 2025 the Board set a balanced budget based on a sustainable operating model utilising both the service fee received from GCC and earned income to deliver services.

GCC approved three-year savings for 2024-2027 at its meeting on 15 February 2024. The 2025-26 financial year represents Year 2 with options previously identified and presented to the Council's Cross Party Working Group. The approved savings are assumed to be fully deliverable.

An additional saving 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 a meeting of GCC on 20 February 2025.

GCC has confirmed that the utilities budget pressure estimated at £2.3m for 2025-26 will be underwritten.

Costs linked to Sports Performance, which were previously deficit funded, will be incurred in 2025-26. These costs will be underwritten by GCC and managed outwith Glasgow Life's core budget.

GCC accepted £9.8m of budget options as part of the budget setting process, £3.5m in 2025-26 with an additional saving of £135k agreed at a meeting of the Council on 20 February 2025. Regular monitoring updates will be provided to the Board within the in-year financial performance report.

The Director of Finance and Corporate Services noted that with respect to the Business Units, Glasgow Life will analyse the 2024-25 outturn to identify potential growth and set stretch targets.

In response to a question about catering in Museums, the Director of Culture, Tourism and Events noted that Glasgow Life is working with GCC Catering to improve customer experience and to deliver the savings detailed in the budget option.

The Director of Finance and Corporate Services noted that in order for the Board to have sight of the wider work of the new Head of Commercial and Business Growth a session focusing on this will be added to the Board training and development programme.

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

**(3) Temporary Amendment to the Scheme of Delegated Functions approved.**

A report was presented which requested approval from the Board for the temporary amendment of the Scheme of Delegated Functions for the period 19 June to 6 July 2025.

The Director of Finance and Corporate Services proposed that from 19 June to 6 July 2025 all duties delegated to the Chief Executive in the Scheme of Delegated Functions are delegated to the Director of Finance and Corporate Services, with two exceptions where the authority of the Chief Executive AND the Director of Finance and Corporate Services is currently required. Specifically, the Director of Finance and Corporate Services AND the Director for whom the subject matter is outwith their remit are required to authorise Non-Competitive Action, and that as no business cases are pending for early retiral or voluntary redundancy any new business will be held until the incoming Chief Executive is in post.

The Board **approved** the proposed temporary amendments to the Scheme of Delegated Functions outlined in this report.

**(4) Glasgow Life Annual Performance Report 2024-25 approved.**

The Board was presented with a draft of Glasgow Life's Annual Performance Report for 2024-25.

In response to a question asking who the audience for the report was, the Head of Business and Strategy confirmed that the report was for all stakeholders and form part of any applications for funding from organisations such as Creative Scotland and National Heritage Lottery Fund.

It was suggested that Glasgow Life's impact was understated and that it would be helpful to have a visual to better demonstrate the scale of the work of the charity.

It was requested that the presentation of Arts & Music attendance figures be changed to explicitly report actual performance.

The Board **approved** the Glasgow Life Annual Performance Report 2024-25.

**(5) Operational Performance Report noted, and format approved.**

A report was presented which provided the Board with information on performance from 1 April 2024 to 31 March 2025.

The report incorporated feedback from the Glasgow Life Board meeting of 26 January 2025, specifically more key performance indicators and brief narratives relating to the service areas.

A request was made asking if the outputs of the report could be aligned with Glasgow Life's purpose and mission. The Head of Business and Strategy agreed that this could be investigated.

In response to a question the Head of Business and Strategy clarified that it would not be appropriate to include information such as gender diversity in an operational performance report and that this is reported annually to the Equality, Diversity and Inclusion Sub-Committee and to the Board.

The Board **noted** the content of this report and **agreed** the format and content sufficiently reflected the request from the Board for an improved operational performance report. Future reports will be presented annually in September and January, with the Annual Performance Report presented in June, commencing January 2026.

**(6) Glasgow Sport Pitch Strategy approved for submission to the relevant GCC Committee.**

A report was presented to allow the Board to review the final draft of the Glasgow Sports Pitch Strategy 2025-2035, prior to it being considered for approval by the relevant GCC committee.

The Director of Libraries, Sport and Communities highlighted that the Sports Pitch Strategy and Action Plan (SPS) for Glasgow will inform facilities planning for outdoor sport in the city over the next ten years.

The SPS will assess the adequacy of existing sports pitch provision to meet the long term needs of each of the identified pitch sports, plus tennis and lawn bowls and critically evaluate the content and design of existing provision and promote equity of access, participation and skills development.

The SPS will also identify the scale of capital and revenue resource required to maintain the active pitch sport estate.

Additionally, the SPS will contribute towards the delivery of Active Glasgow – A Physical Activity and Sport Strategy 2025 – 2035 and assist GCC in the development and implementation of City Development Plan 2.

The Director of Libraries, Sport and Communities responded to a question about whether equality of access will be addressed by the SPS by highlighting that it will be tackled as part of the Physical Activity and Sport Strategy as it is about more than pitch access.

Responding to a question asking whether funding from the FIFA Women's World Cup could be used to reopen Holyrood Sports Centre, the Chief Executive noted that there would have to be an understanding of where investment is needed to deliver FIFA 2035 and that this would inform where funding is allocated.

In response to a question asking if Holyrood Sport Centre would be taken over by Glasgow Life if the People Make Glasgow Communities process failed to find a tenant the Director of Libraries, Sport and Communities noted that additional funding would be required for this to be possible.

Responding to a question, the Director of Libraries, Sport and Communities noted that over the next five years work would cover pitch replacement, disposals and upgrading changing room provision.

The Director of Culture, Tourism and Events noted that Glasgow Life will always advocate for sport infrastructure funding, but FIFA 2035 discussions are still at an early stage.

The Board **approved** that the draft Glasgow Sports Pitch Strategy 2025 – 2035 to be presented to the relevant GCC committee for approval.

**(7) Bank Account Signatories agreed.**

A report was presented to request approval from the Board to make amendments to Glasgow Life's authorised bank signatories as a result of changes to personnel.

The Board **agreed** to add Kay Morrison as an authorised signatory (A-Signatory) to all existing accounts of both Culture and Sport Glasgow, and Culture and Sport Glasgow (Trading) CIC and remove Susan Deighan as authorised signatory.

**(8) Companies House – Introduction of Changes noted.**

A report was presented which informed the Board of changes to Companies House processes and how this will affect Glasgow Life and its Board Members.

The Director of Finance and Corporate Services Highlighted that, from autumn 2025 it will become mandatory for all UK Directors and Company Secretaries to verify their identity via a GOV.UK One Login or an Authorised Corporate Service Provider.

All Glasgow Life Board Members will therefore be required to verify their identity by either using a GOV.UK One Login account, visiting a Post Office or via an Authorised Corporate Service Provider. This will generate a Companies House Personal Code, which Glasgow Life Directors will be required to provide to the Governance and Liaison Officer to add to Glasgow Life's records at Companies House.

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

## 12. 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 those commitments led by Glasgow Life within Grand Challenge 1 of the GCC Strategic Plan which were reported to the GCC OPDSC on 4 June 2025.
- That in 2025 Glasgow Life will provide further updates to the OPDSC on Grand Challenge 1 (5 November) and Grand Challenge 2 (6 August and 3 December) and that these updates will subsequently be shared with the Glasgow Life Board.

It was noted that these dates differ from those in the report.

### (2) **Glasgow Life Report to Glasgow City Council City Administration Committee Regarding Loan of Italian Art to China noted.**

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

### (3) **Glasgow Life Report to Glasgow City Council City Administration Committee Regarding Support for Hosting the FIFA Women's World Cup in 2035 removed from agenda.**

This paper was **removed** from the agenda.

### (4) **People Update noted.**

The Board:

- **Noted** that across Glasgow Life there is increased trade union activity.
- **Noted** the information specified in the report including the attendance and employee relations data.
- **Noted** feedback from the Equalities Monitoring Survey 2025.

### (5) **Glasgow Life Strategic Risk Register Update.**

The Board **noted** the Strategic Risk Register and that the next update will be presented to the Glasgow Life Board in January 2026.

### (6) **People's Palace Project Update noted.**

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

### (7) **Commonwealth Games Update noted.**

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



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

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

**(9) Procurement: Insurance noted.**

The Board **noted** the insurance cover in place.

**(10) Procurement: Performance P.A. System at Glasgow Royal Concert noted.**

The Board **noted** the award of contract detailed in the report.

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

The Board **noted** that the next meeting will take place on Wednesday 3 September 2025, location tbc.