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 Commonwealth House, Glasgow on 17 June 2026.

Present:	Bailie Annette Christie (Chair) Glen Gribbon Anita Salwan Lynn Bradley Councillor Holly Bruce Bailie Linda Pike 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; Lynda Campbell, Head of Business and Strategy; Nicola Thomson, Head of Marketing and Communication; Graeme Watson, Communications Lead; Mark Harkness, Governance and Liaison Officer: all Culture and Sport Glasgow.
Apologies:	Councillor Kieran Turner, Shahid Hanif, Iain MacRitchie Councillor Eva Bolander, Siobhan Nairn

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 Kieran Turner, Shahid Hanif, Iain MacRitchie, Siobhan Nairn 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 25 March 2026 was submitted for approval.

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

5. **Matters Arising noted.**

There were three matters arising:

1. **Chief Executive Update**

   The Chief Executive noted that a Board Member Survey will be circulated after Easter.

   Closed. The survey was circulated on 15 April 2026.

2. **Chief Executive Update**

   The Chair will arrange one to one meetings with Board Members.

   Closed. The one to one meetings have taken place.

3. **Cyber Security**

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

   Closed. The report is included on the agenda for this meeting.

6. **Draft Minutes noted.**

The Board **noted** the draft minutes from the Equalities, Diversity and Inclusion Sub-committee meeting on 8 April 2026.

7. **Chair's Update noted.**

A written update from the Chair was circulated on 16 June 2026.

8. **Reports for Approval and Discussion.**

(1) 2025-26 Financial performance / Draft Outturn noted.

There was presented a report providing draft 2025-26 Group financial results for the period 1 April 2025 to 31 March 2026.

The Director of Finance and Corporate Services noted that:

- Group results presented in the report cover the period 1 April 2025 – 31 March 2026.
- These results are considered draft until completion of the year end audit. It was noted that this is an internal management accounting presentation and differs from the year-end statutory account format which includes FRS 102 technical adjustments for pension.
- The draft position at 31 March 2026 is a breakeven position, this includes additional funding of £1.2m from GCC to offset utility pressure.

The Board **noted** the 2025-26 Group draft financial results.

(2) Financial Performance 2026-27 noted.

There was presented a report providing details of the 2026-27 Group budget for the financial year to 31 March 2027.

The Director of Finance and Corporate Services highlighted that Glasgow Life has 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 GCC's approved budget with £7.9m related to core or new income. 2026-27 represents year 3 of this multi-year approach.

Additional savings for 2026-27 of £1.355m were agreed at the Council meeting of 24 February 2026, taking Glasgow Life's total savings to £11.165m.

In response to a question regarding energy cost rises in this financial year as a result of unrest in the Gulf, the Director of Finance and Corporate Services noted that this is a factor although buying energy in advance allows flexibility with planning.

In response to a question regarding the Museums donation target being significantly higher than the previous year, the Director of Finance and Corporate Services noted that this includes anticipated income via new contactless terminals on donation boxes.

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

(3) Bank Account Signatories approved.

A report was presented requesting permission to make amendments to Glasgow Life's authorised bank signatories following changes to staff.

The Board **agreed** to

(i) add **George Hunter** as an authorised signatory to all existing accounts of both Culture and Sport Glasgow, and Culture and Sport Glasgow (Trading) CIC;

(ii) remove **Andrew Olney** as an authorised signatory to all and existing accounts of both Culture and Sport Glasgow, and Culture and Sport Glasgow (Trading) CIC:

(4) Board Development Day - Improvement Actions noted and approved.

A report was delivered presenting the Board with the improvement actions identified during the Board Development Day on 19 May 2026.

The Head of Business and Strategy highlighted that the paper covered the following actions from the 2026 Board Development Day.

- **Recruitment of a Vice Chair -** The Board was asked to approve the use of a framework to appoint an agency to assist with the recruitment of the Vice Chair.

- **2026/27 Workplan -** The Board was asked to approve the revised 2026/27 Workplan which may be subject to further change as opportunities or issues arise.
- **Information and Development Session 2026/27** - The Board was asked to approve the Information & Development Programme for 2026/27.
- **Quarterly Performance Report** - The Board was asked to approve the format for the quarterly performance report.
- **Equalities, Diversity and Inclusion Sub-committee** - The Board was asked to approve the Motion to Dissolve the Equality, Diversity and Inclusion Sub-committee.
- **Future Planning and Scrutiny Sub-committee** - The Board was asked to approve the Motion to Dissolve the Future Planning and Scrutiny Sub-committee.
- **Audit Sub-committee** - The Board was asked to approve the revised Terms of Reference of the Audit Sub-committee.
- **Reports From Sub-committees** - The Board was asked to approve the reporting template.
- **Culture and Sport Glasgow (Trading) CIC** – The Board was asked to note that an Options Paper will be presented to the 2 September 2026 Board setting out the options for the future composition of the C.I.C. Board for further discussion and approval.

After discussion, the Board:

(i) **noted** the improvement actions detailed in this report; and

(ii) **approved** the actions for immediate implementation.

Councillor Holly Bruce asked for her dissent to be noted on the motion to dissolve the Equalities, Diversity and Inclusion Sub-committee.

(5) Glasgow Life Annual Performance Report 2025-26.

There was delivered, a report presenting the Board of Glasgow Life with the 2025/26 Annual Performance Report (APR).

The Head of Marketing and Communications highlighted that Glasgow Life’s APR is primarily intended as a strategic communications and accountability update for Glasgow Life’s key stakeholders, including elected members, local and national partners, funders, policymakers, sector colleagues and staff.

While it is publicly accessible, it is not principally designed as a public-facing resource. Its purpose is to inform targeted audiences, demonstrate the positive impact of services and delivery against objectives, and highlight the value Glasgow Life creates for the city and its communities.

Introducing a digital APR represents an important step in how Glasgow Life communicates its organisational story, reflects both changing audience behaviour and significant investment in digital capability and aligns with the approach being adopted more by partners and peers.

If approved, and following this meeting Board Members will be invited to review a test site and subject to any further amendments, the APR will then be published.

Financial performance information will be presented separately to the Board in September for approval prior to publication and incorporation in the digital APR.

In response to a question regarding availability of the APR in accessible formats, the Communications Lead confirmed that the APR website meets the highest standards for accessibility.

The Board:

(i) **noted** the content of the report; and

(ii) **agreed** the review and approval process for the 2025/26 Annual Performance Review.

(6) Demonstration of the Digital Annual Performance Report noted.

The Communications Lead demonstrated the functionality of the test site for the digital APR.

In response to a question the Communications Lead noted that the site will be updated every 30 days and more often if needed. It was also noted that the site uses native content rather than PDF documents to allow it to be more AI friendly.

In response to a question regarding use of AI in creating content for the APR, the Communication Lead noted that, although some AI content has been used for placeholder content, final content will be generated by the Communications Team.

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

9. 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) Strategic Risk Update noted.

The Board **noted** the strategic risks being monitored and that the next update will be the Glasgow Life Board in January 2027.

(2) People's Palace Project Update noted.

The Director of Director of Culture, Tourism and Events highlighted recent developments as part of the project.

The Round two funding application to the National Lottery Heritage Fund was submitted on 28 May 2026 with a decision expected on 23 September 2026.

The First Minister has pledged to support the People's Palace Project, and this was restated on 16 June 2026.
The Leader of The Council has written to the First Minister and the Secretary of State for Scotland regarding support for the project.

Work continues to transition from development to delivery of the project.

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

(3) Cyber Security Update noted.

The Board **noted** the information contained in this report.

10. Presentations.

(1) Commonwealth Games 2026.

The Head of Events delivered a presentation updating the Board on the Commonwealth Games 2026.

In response to a question regarding Volunteering at the 2026 Commonwealth Games, the Head of Events noted that an accessible and inclusive programme involving 3,600 volunteers has been very successful.

Responding to a question regarding financial costs and returns, the Head of Events noted that the financial model is set up to ensure that there is no cost to Glasgow Life.

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

(2) **Glasgow's Culture Strategy.**

The Head of Arts and Music delivered a presentation on Glasgow's Culture Strategy.

In response to a question regarding support for small businesses, the Head of Arts and Music confirmed that Glasgow Life does provide support.

Responding to a question regarding engagement with businesses on Sauchiehall Street, the Head of Arts and Music confirmed that the Sauchiehall Street Culture and Heritage team work closely with local businesses regarding economic development.

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

11. Date of Next Meeting noted.

The Board **noted** that the next meeting will take place on Wednesday 2 September 2026 at 10:00am and will be followed by the Annual General Meeting.