

Culture & Sport

Culture and Sport Glasgow Annual Review 2008/2009



“
to inspire
Glasgow’s
citizens and
visitors to
lead richer
and more
active lives
through
culture and
sport.”



6



12



16



20



24

contents

Chair’s Welcome	2
Chief Executive’s Welcome	4
Glasgow’s Fit and Healthy	6
Glasgow’s Working	12
Glasgow’s Going Places	16
Glasgow’s Learning	20
Glasgow’s Culture	24
How are we performing?	28
Looking Forward	32
Financial Performance	36
Commercial Operations	37
Development	38
Thank You	40

Welcome from the Chair of Culture and Sport Glasgow

We have set out to “inspire Glasgow’s citizens and visitors to lead richer and more active lives through culture and sport” and the Board and our staff remain tireless in the dedication they show to the people and place which we serve.

Culture and Sport Glasgow was established on 1 April 2007 to further improve the world class cultural and leisure facilities that our citizens and visitors value so much.

In our first two years, we have consolidated and strengthened the services entrusted to us by the city to manage. And at a time of great economic uncertainty, I am confident that our services will be in even greater demand and we will be more than up for the challenge ahead.

From our museums and art galleries, to our libraries, sports,

leisure and community facilities, we are providing services which support individuals, families and civic society. The city’s continued investment in world-class facilities is helping Glasgow to face the challenges of the recession and emerge stronger from the storm.

During difficult times, many of us turn to the things we love and trust. This is most apparent in the nine museums, which we manage on your behalf. Visitors still flock to Kelvingrove Art Gallery and Museum - and although numbers are not as high as the dizzying heights recorded in the year after its £35 million refurbishment,



Kelvingrove remains Scotland’s most popular tourist attraction by a long way.

Culture and Sport Glasgow manages all of our facilities on behalf of the city. Of the 1.4 million items held in the city’s museums collections, all remain the property of the people of Glasgow. The same is true of every book in every library, right down to the bricks and mortar of our buildings - it all belongs to you. The charity has been established to manage services on your behalf - but as an independent charity, we have a real opportunity to access other funds, from sources not previously

available to us, to improve your services.

In just five years, Glasgow will be thrust into the global spotlight as we host the Commonwealth Games. We are working closely with our partners at Glasgow City Council and beyond to ensure a sustainable legacy from the Games. We are working in every neighbourhood, inspiring young and old to become fit and active and providing the facilities and coaching which we hope will see some homegrown stars take to the medal podium in 2014.

The face of the city has changed immensely. The £15.7 million Regional Football Centre in Toryglen funded by the Council, sportscotland and the Scottish Government, has recently opened to national acclaim. However, it is our partnership with the SFA, which has helped to make the facility a massive success, as boys and girls - as well as more established community teams and leagues - make full use of a world-class facility.

It is perhaps easy to forget that while we have enjoyed major events and exhibitions, behind the headlines, some of our most

important work helps some of the most vulnerable in our society. Our adult literacy and numeracy classes help to build confidence, self-esteem and ambition. Our libraries and community facilities provide a lifeline for many who have been affected by the economic insecurity of recent times. Young and old, Culture and Sport Glasgow responds to your needs, your priorities and we do so within your communities.

And that remains our goal. There is so much that we can be proud of, but our priority must be to further improve Glasgow as a destination where we can live, work and play. The £74 million Riverside Museum, designed by world-renowned architect Zaha Hadid, is emerging from the banks of the Clyde as a testament to the city's ambition. In the East End, the site for the Commonwealth Games is rapidly changing as work begins on the £116 million National Indoor Sport Arena and Sir Chris Hoy Velodrome.

The Doctor Who exhibition at Kelvingrove has provided entertainment - and a few scares - for more than 100,000 patrons and we are counting down the days until the opening of the largest

retrospective of work by the Glasgow Boys.

Indeed, all of our events, many of which are free, remain at the heart of our sport and cultural calendar - from the Christmas Lights Switch On and Glasgow's Fireworks to the World Pipe Band Championships, Winterfest Glasgow and the Resolution Asset Management Women's 10K (now Ignis Asset Management) the city is alive, come rain, sleet or shine.

We have set out to "inspire Glasgow's citizens and visitors to lead richer and more active lives through culture and sport" and the Board and our staff remain tireless in the dedication they show to the people and place which we serve.

We are a unique city, with a truly remarkable wealth of cultural, artistic and sporting treasures. You have entrusted us with that priceless legacy - and I ask that you continue to support us in our bid to protect and enhance our services as Glasgow continues to move forward.

Bailie Liz Cameron
Chair, Culture and Sport Glasgow

Welcome from the Chief Executive of Culture and Sport Glasgow



In this, our second annual review, we will highlight the key role of Culture and Sport Glasgow in helping the people of Glasgow to enrich their lives through sport, culture, education and access to opportunity.

As public services begin to feel the effect of ever decreasing budgets during these difficult economic times, our role in making Glasgow a healthier, happier and more vibrant place to live or visit, has never been more important.

Our core activities are embedded within the city's overall vision and our strategic objectives reflect this, namely:

- **to enhance the health and wellbeing of people who live, work and visit the city**
- **to create an environment where enterprise, work and skills development are encouraged**
- **to provide opportunities for making positive life choices in a safe, attractive and sustainable environment**
- **to create a culture of learning and creativity that lets people flourish in their personal, family, community and working lives**
- **to enhance and promote the city's local, national and international image, identity and infrastructure**
- **to demonstrate the ongoing improvement in the quality, performance and impact of the services and opportunities we provide**

These goals have driven us to develop cultural and sports initiatives as well as improving access to learning, employment and artistic opportunities.

To this end, we have nurtured relationships with key partners to help us deliver on our promises to the people of Glasgow. There is no doubt that working in partnership with our key stakeholders has been instrumental to our success.

This approach has helped our area-based teams to forge links within our communities that are providing life-changing services. People are working with us to ensure their voice is heard. We are working closely with our elderly citizens, particularly by deploying more volunteers within communities and signposting both Culture and Sport Glasgow and partner agencies' services and facilities.

This has been enhanced through generating greater awareness of initiatives such as the Silver Deal and our GP referrals programme. Traditionally harder to reach communities are enjoying the benefits of our services, largely through innovative approaches by our teams and volunteers in the heart of the city and on the edges of Glasgow's wider community.

Our fundraising and retail efforts have far surpassed expectations despite traditionally being the

first casualties of the economic downturn.

As a charity, we have continued to deliver an impressive £8.5 million saving for our key funder, Glasgow City Council, against an operating budget of £97.1 million. Our greatest asset, our staff, have been working hard to improve our services and this is further reflected in a reduction in sickness absence of almost one fifth - which frees up even more frontline resources.

The people of Glasgow continue to recognise our success. Results of household surveys throughout the year have shown increasing satisfaction with the services we deliver. We recognise that such progress could not have been achieved without the undoubted commitment and support of both staff and all of our partners.

We are counting down the days to the opening of the Riverside Museum in 2011, with a massive decant of the Museum of Transport and the opening of the second phase of the Glasgow Museums Resource Centre in Nitshill. In a mammoth programme, some 800,000 items in our collection have been moved to the £11.9

million stores, which will be another great asset for the city.

As the zinc cladding begins to coat its steel structure, the Riverside Museum has been described as Glasgow's Guggenheim. The Riverside Museum Appeal, chaired by Lord Smith of Kelvin, has raised more than half of its fundraising effort, well on the way to achieving its £5 million target, despite the economic challenges faced by corporations, trusts and individuals.

In sport and physical activity, Glasgow continues to lead the way. With a network of local, national and international facilities, the Glasgow Club - Scotland's biggest health and fitness club - provides its 20,000 members with access to truly world-class facilities.

Far from dwelling on the doldrums of recession, Culture and Sport Glasgow is looking forward to the future with excitement, verve and enthusiasm as together we build a city and communities we can all be proud of.

Dr Bridget McConnell
Chief Executive,
Culture and Sport Glasgow

Glasgow's Fit and Healthy



Culture and Sport Glasgow has created and collaborated on some truly innovative and inspirational projects, which have a positive impact on the health and well-being of people who live, work or visit the city. Our contribution is significant and the following highlights just some of our achievements:

Overall, **4.4 million attendances** were recorded at indoor and outdoor sports and leisure facilities, exceeding the 2008/09 target by 4% and increasing performance by 7% compared to 2007/08. The number of attendances per 1,000 population at indoor facilities increased by 10% compared to 2007/8 and exceeded the annual target by 9%. This increase in attendance brought in £311,000 of additional income.



Investments such as the £1.66 million improvements to **Glasgow Club Scotstoun** and the refurbishment of our fitness suites are making Glasgow Club facilities second to none. In 2008/09, this included the refurbishment of the fitness suites at Glasgow Clubs Donald Dewar, North Woodside, Easterhouse, Yoker and Whitehill Pool.

Another highlight of the year was the re-opening of **Glasgow Club Castlemilk** (February 2009) after an extensive two and a half year makeover. Since re-opening, the facility has attracted 26,710 visitors.

Greenfield Football Centre also opened its doors again in August 2008 after a major refurbishment as part of the city's sports pitch strategy recommendations to increase the number of playing areas within the East End of Glasgow. This redevelopment has provided a new FIFA approved league-standard full size floodlit synthetic pitch; six full size grass pitches and two seven-a-side pitches alongside a purpose built pavilion with fourteen changing rooms. The centre attracted 13,193 visitors in 2008/09.

Pollok Civic Realm opened its doors in October 2008 offering

high quality provision in sports facilities and in library and learning resources, all delivered in a new and vibrant community venue for the wider community of Pollok. Since opening, book borrowing has increased by 50%. The project has been acknowledged as one of the best examples of co-location of public services seen in Scotland and its design has received a RIBA (Royal Institute of British Architects) Regional Award. In its first seven months of operation, the facility attracted 46,310 visitors.

A new **online booking service for Glasgow Club Members** was launched in January 2009. By the end of the financial year, 4,693 members had registered to use the service and 11,000 fitness classes were booked online. The Glasgow Club Membership Sales campaign in January 2009 saw memberships grow from 18,500 in December 2008 to 20,500 by March 2009.

In terms of events, highlights of the year were the annual **Grand Prix Gymnastics** and **World Acrobatics Gymnastic Championships**, both held in October 2008. Ninety seven gymnasts from around the world competed at the Grand Prix Event while 534 international gymnasts

from 30 nations took part in the World Acrobatics Gymnastic Championships over two weekends.

The Resolution Asset Management Women's 10K (now Ignis Asset Management) is the largest all women's 10K in Britain and is renowned for its supportive, friendly atmosphere. In May 2008, 12,000 women entered the race. The freshno Great Scottish Run has also gone from strength to strength, attracting runners from as far afield as Nigeria, USA, Canada, Japan and Ethiopia. The freshno Great Scottish Run, consisting of a Half Marathon, 10K and Junior races, attracted 19,000 runners in 2008.

Looking forward to the **Commonwealth Games in 2014**, we have worked with Glasgow City Council to forge closer partnerships with key sports governing bodies in order to build the sporting capacity and infrastructure. Together we have ensured the design and development of new facilities, such as the National Indoor Sports Arena and Sir Chris Hoy Velodrome, meet both Games and community and sporting legacy requirements. The delivery of the city's Strategic Volunteer Framework will ensure that local people have the skills

required to become one of the 15,000 volunteers required for the Games.

Legacy funding from Glasgow City Council of £250,000 per year over the next three years will be directed towards developing young talent through sports and youth clubs, and by targeting coaches who can bring out the best in elite athletes as well as spot potential new talent.

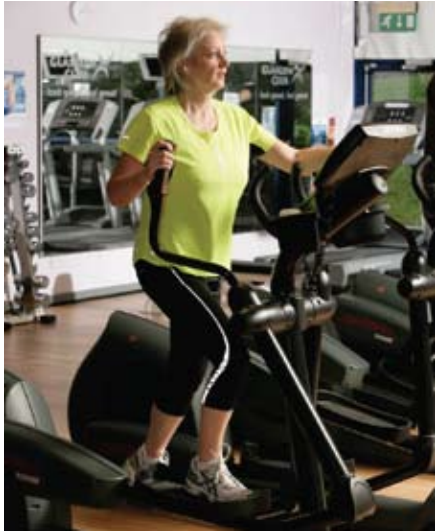
Close partnerships operate between the sports development team, sportscotland and the national governing bodies of sport, ensuring local programmes reflect **national sporting priorities** and national governing body development plans. Examples include joint work with Scottish Swimming, Scottish Gymnastics, Scottish Rugby, Scottish Badminton and Scottish Athletics on the creation of sport specific development plans for Glasgow.

Glasgow has identified **15 target sports** for development: athletics, badminton, basketball, cycling, football, golf, gymnastics, hockey, judo, netball, rugby, swimming, table tennis, tennis and volleyball. A diverse range of activities are organised on a weekly basis at

schools, community, sports and leisure centres across the city, achieving almost 740,000 visits in 2008/9 against a target of 735,000.

During 2008/09, the **Sports Development, Physical Outdoor Activities and Equalities programme** achieved 964,410 attendances against a target of 1,065,078. The decrease was due to the three month pool closure at Scotstoun Leisure Centre and the delayed opening of Pollok and Castlemilk pools. This affected the city's Learn to Swim programme and the Free Learn to Swim programme. The 2008/09 Free Learn to Swim programme involved 149 schools, including 25 Special Educational Needs schools and attracted a total of 81,228 attendances, a 9% reduction on the 89,000 attendances recorded during 2007/08.

As part of the focus of **club development** in the city, there has been a drive towards the city's sports clubs achieving Club Mark Accreditation. In total seventeen clubs had achieved Club Mark status by the end of March 2009. Eleven new clubs achieved the status with three clubs being re-accredited and three clubs already accredited.



Scottish Rugby received a boost with the introduction of a number of initiatives aimed at nurturing young people's interest in the game. More than 100 primary and eight secondary schools have taken part in coaching and competition programmes.

We are also part of an integrated partnership with Glasgow City Council and the Winning Scotland Foundation taking part in the pilot **Positive Coaching Scotland** (PCS) to help turn around attitudes to sport and exercise in the city. Parents, coaches, teachers and community leaders in Drumchapel will be among the first to access PCS and

focus groups have already been set up to measure attitudes to coaching.

Active Schools is a partnership between Culture and Sport Glasgow, Glasgow City Council Education Services and sportscotland. There are currently 27 Active Schools coordinators, within the city's 29 learning communities. In 2008/09, Active Schools Glasgow directed more than £218,000 towards sport and physical activity, trained more than 4,400 school staff, pupils and volunteers, recruited 133 volunteers and provided 225 training courses.

Active Schools Glasgow is also piloting a parent and child project

to increase the activity levels of younger children with parents or guardians.

Culture and Sport Glasgow is also working with sportscotland on a three year pilot programme, designed to improve the progression of **women in coaching**. This is a sportscotland led initiative in partnership with five national governing bodies and four local authorities.

Our **Shape Up Nutrition and Exercise Programme** has proved its worth again this year, having more than quadrupled its intake with almost 5,000 visits compared with



last year's 1,176. Shape Up is a ten-week diet and exercise programme developed by Culture and Sport Glasgow in partnership with NHS Greater Glasgow and Clyde. This programme is currently running in six Glasgow Club centres and in community groups in the city.

A new **Macmillan Cancer Information and Support Service** opened in the library at The Bridge in March 2009. The drop-in centre helps local people affected by cancer, including friends, family and workmates, with advice and support from trained volunteers and professionals as well as a dedicated welfare rights officer to

advise on benefits. The library team is currently working with Macmillan to develop plans to extend the service to Pollok Library and the Mitchell Library following this initial success.

Other highlights

- Culture and Sport Glasgow secured £500,000 funding from the Tennis Foundation to create and deliver a strategy to improve tennis provision at community-based facilities and parks.

- 16 young people with extra needs took part in our Sailing in the City project at Victoria Park and Paddle the Parks sessions at Victoria and Queens parks.
- 25 athletes took part in the Special Olympics in Leicester after attending our weekly coaching programme.
- The sports development team is working with other local authorities in the delivery of the GP Live Active Referral Scheme through our relationship with NHS Greater Glasgow and Clyde



234,747

The number of free swims at our pools in 2008/09.

4,468,992

The number of visits to our indoor and outdoor sport and leisure facilities in 2008/09.

Case Study

Shoot for Success - is a basketball programme aimed at engaging with young people in a bid to break the cycle of youth disorder, disengagement and lack of participation.

The project is led by a group of local volunteers and basketball enthusiasts, in partnership with Culture and Sport Glasgow, Strathclyde Police and sportscotland, helping young people to achieve more fulfilling lifestyle choices.

The sessions are run in 17 local primary schools and community clubs and attract more than 500 attendances every week. Young people can also get involved in volunteering, coaching or officiating. Camps and festivals introduce a Time Out programme involving local agencies providing workshops on issues relating to the area.

A mentoring and coach development programme allows interested youngsters to take courses in coaching, refereeing and sports leadership, improving

employment chances and access to higher education. Two coaches involved in the programme went on to support the training and development of the 2009 Special Olympics Basketball Team.

Over 80 young people, aged 6-16, attended a series of intensive coaching and training camps running alongside these sessions, developing their sports skills and knowledge and allowing them to make new friends from across the city.

There are currently 15 young people regularly volunteering in the Shoot for Success and club programmes. Glasgow City Voluntary Basketball Club now has 75 registered players, 50 of whom have come through the Shoot for Success programme.

Glasgow's Working



“ to create an environment where enterprise, work and skills development are encouraged.”



Culture and Sport Glasgow played a leading role in helping people into work or improving opportunity. One way this was achieved was by offering more than 650 work placements across the company. Culture and Sport Glasgow is also well placed to connect with many of Glasgow's residents who are isolated from the labour market to support their progress into work by helping them to get involved in the delivery of our services. Young people were introduced to work experience within Culture and Sport Glasgow's placement programmes through a number of initiatives including Education Gateway's Schools Work Experience, Training for Work, Museums Positive Action Traineeship, the Sports Leadership Award and the SQA Modern Apprenticeship scheme.



Training Connections is a two-year partnership funded by Skills Development Scotland. At its core is a programme which nurtures personal development and confidence, allowing trainees the chance to improve their skills and job prospects. All trainees are given an induction into library services involving a tour of the centre and advice on how to get the best out of the products available. This includes job pages and articles in daily newspapers, free access to the internet, IT classes and careers books. During 2008/09, over 1,300 referrals were made from fifteen training providers. To support this new model, Library Supervisors



and members of the Digital Learning Team have taken part in employability training, developed and delivered in partnership with Equal Access to Employment.

Our Sport and Events teams have been involved in a variety of development placements for colleges and universities, and specific programmes such as Glasgow City Council Diverse Groups/Job Centre Plus Programmes, Fire Cadet Programmes and the Get Ready for Work Programme.

Culture and Sport Glasgow is also nurturing the city's reputation for helping our neighbours by supporting our **volunteer network** with advice and coaching and a wide range of opportunities to get involved in sports clubs, Target Sports programmes and sporting events. Our database of 160 registered volunteers is growing. This is a result of the restructuring of our volunteer recruitment process to make volunteering a positive and possibly career advancing experience.

In **Libraries and Community Facilities**, the Education Gateway Schools Programme and Glasgow City Council Training for Work programmes offered placements to students from Langside College, Strathclyde University and others on MSc and post-graduate programmes in Information and Library Studies.

Arts and Museums also hosted placements for 21 university graduates and undergraduates with around 3,000 hours of relevant and valuable work across all venues.

A further 17 **Learning and Access volunteers** gave around 360 hours over the year to help

at the Gallery of Modern Art's (GoMA) popular Saturday Art Club, gaining valuable and potentially career enhancing experience. In fact, volunteering in Museums totalled 30,000 hours by more than 350 volunteers. The creative employment sector laid out its stall at the fourth annual Creative Careers Weekend hosted by GoMA. The event attracted 450 visitors - students, parents and teachers - to hear guest speakers and visit stands. Careers Scotland and Learn Direct Scotland joined the Glasgow School of Art, the University of Strathclyde and local colleges to give advice on courses and careers.

Skills development in sports and coaching was enhanced by a £1.1 million investment from sportscotland to develop clubs, volunteering and coaching in some of the most deprived areas of Glasgow. More than 400 volunteers were recruited and trained to work in youth and sports clubs, far exceeding the target of 100. The creation of new junior groups attracted more than 1,000 new members and 871 people attended coach training courses, surpassing the original target of 600. Almost 90% of individuals involved are now actively coaching.

The **Golden Goals programme**, set up to combine learning to read and write alongside sports participation, has been made possible by our work with Skills Development Scotland, the University of Glasgow and with funding from the EU Socrates-Grundvig fund. An awareness raising event, which brought together organisations from sports, health, local government, Jobcentre Plus, planning, training, and regeneration, has resulted in adult literacy groups developing the Golden Goals programmes. The aim is to encourage young adults to learn, volunteer and ultimately gain employment in the run up to the Commonwealth Games in 2014.

Culture and Sport Glasgow's **Digital Learning Team** was established in October 2008 with the aim of building on the work of the Lifelong Learning Project and the Gorbals Digital Inclusion Project. This team works to support the library network and the city's health and employability agendas. Working with a range of organisations and community groups, delivering a new portfolio of Information and Communication Technology (ICT) classes, including accredited learning such as the European Computer Driving Licence, the team

has already seen nearly 3,000 people attend tutor-led classes within libraries, of which 99% of learners had little or no ICT skills. Efforts in standardising an online registration system, which attracted more than 1,500 new registrations, as well as a new intranet and classes timetable web page, was recognised by Skills Development Scotland with the highest rating for learning development in libraries.

Wi-Fi internet access is now available in six of our libraries: The Mitchell, Gorbals, GoMA, Partick, Hillhead and Pollok, as Culture and Sport Glasgow continues to embrace future technologies. This is extremely popular with 3,717 registered users logging on for almost 42,500 Wi-Fi sessions in 2008/09.

Visits to **Business @ the Mitchell** increased by 17% in 2008/09 meaning more people are aware of and benefiting from the services available. Investment in comprehensive digital information resources provides everyone from small business to corporate organisations with access to information which can help increase sales, open up new markets, develop new products, analyse the

competition and create jobs. The unit also introduced a dedicated study and reference centre aimed at those interested in a career in finance. Developed in partnership with the Insurance and Actuarial Society of Glasgow, this is the first sponsored location outside the Chartered Institute of Insurers' London headquarters offering such a service to regional members.

Use of Library based business information online services has increased by 13% and this service is regularly in the top five most requested pages (Glasgow City Council's web statistics). Other online resources where significant increases in use appear include FAME (Financial Analysis Made Easy), up 71% with more than one million hits, and COBRA (Complete Business Reference Advisor) where use has increased by 74%.

1,229,580

The number of PC bookings at our libraries in 2008/09.

Case Study

Working out their differences - how two men were helped to overcome issues that set them apart from their neighbours and are now working to help others

Paddy and Bill are learning new skills which could see them moving into the workplace after years of personal struggle. Paddy has faced serious physical and mental health issues, but has been keen to retrain for work. He has completed several courses through his local library and is getting support with basic skills. He plans to start a certificated course in photography and is taking an e-Citizen course with a view to building his confidence to apply for a job. Bill, 60, from Shawlands has experienced mental health problems for most of his adult life. He has also had ME for the last 14 years. He has completed courses in basic IT, email and web design and his ambition is to produce a web page for Gorbals LINK. Bill says he has found a new lease of life and is now using his new skills to help other people with mental health issues at the Gorbals LINK voluntary organisation. He said: "I can live with my illness and I'm making the best of it and, if I can help others along the way, then that's even better."



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”



Glasgow's Going Places



Culture and Sport Glasgow is helping to develop places that are safe for people of all ages to take part more fully in community activities. Buildings have been refurbished and services enhanced allowing users to choose healthy activities in a friendly, safe and stimulating environment. We are making it easier for young people to flourish and for everyone to feel safe and respected.

These improvements include the refurbishment of the Health Suite at Glasgow Club Springburn including a new sauna and steam room, a major refurbishment of the gym and pool facilities at Glasgow Club Scotstoun; internal and external decoration of St Mungo Museum; internal decoration of GoMA; decoration and new glazing at The Burrell Café; the re-tiling of the main pool



at Glasgow Club Tollcross; the installation of handrails to the main staircase at Kelvingrove; a complete re-tile of the toddlers pool at the Bridge; the installation of automatic doors at Hillhead Library; an internal refurbishment of changing areas, toilets and fitness suite at Glasgow Club North Woodside and replacement heating systems installed at Dennistoun Library, Maryhill Library, Netherton Community Centre, Partick Library, Pollokshields Library and Woodside Library.

The **Glasgow Kidz Card and Glasgow Young Scot Cards** continue to be a major success within the city,



offering young people positive choices through access to a wide range of events and activities. Once again, the ever popular Christmas campaign was a huge success with more than a quarter of a million hits to the Young Glasgow web page, the highest hit rate for any page on Glasgow City Council's website. More than 12,500 young people took advantage of the Irn Bru Carnival offers and almost 11,500 applied for the Glasgow on Ice offer, while 33,000 entered the Christmas competitions.

More retailers and commercial sports venues have also come on board since last year with discounts

to young people using the Glasgow Kidz Card and Glasgow Young Scot Cards (GKC/GYSC). For example, the Young Scot team organised an Xtravaganza Event at Xscape, which offered 500 youngsters discounts on activities.

To encourage cardholders to get active and participate, the GKC/GYSC team also manages a rewards scheme "Points with Your Plastic", where one young person every month, who accumulates the most points for using their card or submitting their views to the team, wins a bike and safety helmet. At the end of March 2009, more than 28,800 cardholders were actively collecting points.

The GKC/GYSC teams also produce two youth magazines: **The Grid and Wee Grid**, which are also available online. These publications successfully offer young people positive life choices. A distribution of 78,000 magazines is undertaken quarterly, mailed directly to, and with regular contributions from, young people aged 5-18.

Finally, one of the main successes of the GKC/GYSC initiatives in the last year was an event held on the 4 July at the **Bridge in**



Easterhouse. More than 85 young people from 11 voluntary youth groups came together to organise a lively fun day out with a fashion show, dance displays, live music and a pool party. More than 1,100 people turned up to join in the fun with 786 young people aged between 5 and 18 registering. Over 210 young people took part in a consultation about GKC/ GYSC services and there was a puppet show, storytelling, a DJ workshop, fitness testing and health workshops in our Activ8 gym, a basketball challenge and five-a-side football games.



The **Zest** citywide activity programmes, offered throughout the Spring, Summer and October school holidays, attracted more than 111,000 attendances in 2008/09. Most activities are free for young people with a Glasgow Kidz Card or Glasgow Young Scot Card.

As part of our Area Development Activities, children from some of the most deprived parts of north Glasgow got a chance to take part in a **Playstation3 FIFA football** games tournament. Winners, supported by friends went on to take part in the first ever GFT Playstation3



championships hosted by the Glasgow Film Theatre in October 2008.

Work is also ongoing to widen access to the **Open Museum**, which loans exhibits to community groups and hospitals for learning and rehabilitation projects. There were 1,062 loans of the museum's collections in 2008/09. The Open Museum also develops object based learning projects. "Still Game", was aimed at supporting individual learning and rehabilitation programmes at Leverndale Hospital and took place in March and April 2008.



Culture and Sport Glasgow also assisted **Stonedyeke Neighbourhood Centre** with advice and marketing assistance as it opened an Activ8 gym to create a safe place for children aged 8 to 14 to enjoy themselves. Over 150 new members signed up with many coming along twice a week. Local people manage the facility on a day-to-day basis.

1,417,391

The number of visits to our community facilities in 2008/09.

Case Study

Hitting the right pitch - how a new facility in the North of the city has helped communities come together in a safe, fun and healthy environment

The Petershill Park area has undergone a major transformation and now boasts a huge range of high quality facilities, including a seven and eleven-a-side pitch, six fully floodlit five-a-side pitches, fully equipped fitness suite and a dance and aerobics studio.

A Family Fun Day held in September 2008 was attended by more than 700 people from Springburn, Milton and Barmulloch. Attractions included fitness classes, football coaching, cheerleading, a fashion show, blow karts and cycling.

The Super Star Challenge, organised by Culture and Sport Glasgow's Youth Services team, saw more than 100 competitors take part in a gladiator-style inflatable obstacle course. 85 people claimed a free seven-

day gym membership and 103 people entered a free prize draw to win a kids birthday party or a free five-a-side pitch hire, by completing a consultation form on the day.

Thanking Culture and Sport Glasgow for organising the event, general manager, Peter Alexander, said: "The interest in our programmes and facilities has increased significantly since the event. We are looking forward to building on this partnership in the future."

Glasgow's Learning



“ to create a culture of learning and creativity that lets people flourish in their personal, family, community and working lives. ”



Culture and Sport Glasgow's learning and coaching opportunities offer people of all ages options and support for improving and enriching their lives. Culture and Sport Glasgow has been reacting positively to growing feedback from service users, from primary school children through to those of retirement age. Here are some of the highlights of our year:

REAL Libraries and Learning Centres, which have been established in 34 libraries, have won prestigious national awards such as the Dynamic Place Awards and the Best Practice Award for Widening Digital Inclusion. The role of Culture and Sport Glasgow in reaching out to non-traditional learners and hard to reach people has been recognised by regeneration agencies and employment organisations across Glasgow. For example,



Glasgow North and Glasgow South West Regeneration agencies and Working Links have asked that the library service provide a range of IT courses for their clients at local library learning centres.

Culture and Sport Glasgow met its annual target of 7,270 **Adult Literacy and Numeracy** learners. This benefits Glasgow's adult literacy initiative target of 14,120 learners in 2008/09.

Culture and Sport Glasgow is also the lead body for **HMIe inspections** of community learning and development. Culture and Sport Glasgow has embraced

the new HMIe framework, which focuses on 'learning communities' around secondary schools. Early inspections at two learning communities found staff and volunteers to be hard-working and committed. Working with partners in fit-for-purpose venues created the best possible learning environment. Culture and Sport Glasgow will now focus on increasing the range of learning opportunities available, including more accredited courses.

The **WAVES** group are women from Castlemilk who offer support and advice to anyone who has been affected by domestic violence. The group has been working with Kelvingrove's Learning and Access team to help strengthen the link between literacy and creative arts. The project helps people to explore new ways of learning in different kinds of environments, whilst being inspired by the works of art on show at Kelvingrove.

Over 100 parents and carers took part in **Family Learning Programmes** delivered by Culture and Sport Glasgow's Adult Learning staff in 10 venues across the city, including museums, galleries, libraries and theatres. Many of the

adults who participated reported having more confidence to get involved in their children's and grandchildren's learning and 20 learners came together with Family Centre staff and tutors to celebrate their achievements at an event held in St. Mungo's Museum during national Family Learning Week.

Our **Young People's Team in Libraries** carried out a series of talks in May and June to 1,600 pre-school entrant children and their parents introducing them to library services. More than 70% of those attending joined up on the spot, with the remainder already being members or joining later. Educational visits to libraries from 1,142 schools represented an attendance rate of almost 35,000 school children, up 52% on last year.

Almost 300,000 schoolchildren used the free transport scheme **Class Connections**, which aims to improve access to cultural and leisure facilities for young people across the city. The service is offered to 365 schools.

The **Get Glasgow Reading** campaign targets new parents. Information packs are sent out from the Registrar's Office when a child is

born, which means all families living in Glasgow with newborn children are aware of the campaign. More than 2,500 visits were recorded by book clubs based in 29 libraries.

In a similar vein, the **Family Futures project** with lottery funding drew together a number of agencies led by Culture and Sport Glasgow to co-ordinate early intervention and parenting classes to foster better outcomes for babies and toddlers. Weekly “Bounce and Rhyme” sessions held in local libraries were massively popular, recording almost 33,000 visits. More than 800 people also attended the newly introduced “Toddlers Tales” at five community libraries.

Continuous Professional Development (CPD) is provided for primary teachers on a weekly basis in Kelvingrove Art Gallery and Museum. These sessions are undertaken over two weeks with very positive evaluations. CPD was also offered to secondary teachers in partnership with the Scottish Qualifications Authority and is linked to curriculum themes such as Art & Design, History and cross curricular working, in line with the Curriculum for Excellence Syllabus.

Over 540 teachers have attended these sessions.

The **Costa Coffee Six Book Challenge** was promoted in nine libraries: Castlemilk, Drumchapel, Ibrox, Pollok, Pollokshaws, Pollokshields, Possil Park, the Mitchell and Shettleston. Adults who wanted to improve their literacy skills were encouraged to take part in this national reading initiative, run by the Reading Agency. All the libraries taking part issued residents with a reading diary and the library staff recommended books to get people started. 21 adults who took part in the initiative improved their reading skills.

Youth workers from our South East Area Services Team have been working with young people from **EU Migrant communities in Govanhill**. A series of consultations were carried out with 40 young Slovaks who came along on a regular basis to establish a core programme of activities including music, health sessions, arts and crafts, street dancing and sports. In addition, many of the older members lacked English language skills as they were beyond school age. A project was devised combining sports and ESOL in

partnership with Celtic Football Club in 2008. The club offered coach-led sporting sessions at Glasgow Green with basic English classes located at Celtic Park where Glasgow Metropolitan College provided tutor support.

Culture and Sport Glasgow manage the **Duke of Edinburgh’s Award Scheme** on behalf of Glasgow City Council. The personal development programme for young people aged between 14 and 25 years has recently undergone a makeover in an effort to make it more attractive and inclusive. Culture and Sport Glasgow has established five Open Award Groups across the city to encourage wider participation. This year, 51 young people have enrolled through the groups. With our support, participants are developing personal and social skills leading to increased confidence, independence and self esteem. For many this has been their first experience of volunteering, participating in outdoor expedition work, planning and decision making. The skills and experience gained through the award helps prepare young people for adulthood, encouraging them to become involved in their

communities. The scheme is highly regarded by many employers.

The Princes Trust's **XL programme** in Glasgow's schools is delivered by Culture and Sport Glasgow in partnership with teaching staff. This helps third and fourth year pupils increase motivation, improve attitudes and attendance, raise self-esteem, enable achievement and avoid the risk of exclusion. Around 340 young people from 14 schools took part in activities including interpersonal and team skills, citizenship and community awareness, entrepreneurship and enterprise and preparation for the world of work.

Culture and Sport Glasgow contributes two full-time youth services officers to the Glasgow **Vocational Training Programme**, which offers young people apprenticeships and the opportunity to gain knowledge, skills and network, as well as completing SQA recognised training. The Modern Apprentices are involved in working with a range of partner organisations from education, the Princes Trust and voluntary organisations.

Case Study

Reading the Write Act - how two men overcame their difficulties with reading and writing to become accomplished public speakers on adult literacy issues

Paul and George are two of our many successes in adult literacy. With help from the Glasgow East Regeneration Agency PAL project and the Budhill Family Learning Centre, they took part in a number of exercises and workshops which led to both men teaming up to lead a workshop at an international literacies event.

Paul was encouraged to submit a story for publication by the Glasgow's Learning adult literacies initiative which was accepted. He also attended the Word's Out creative writing workshop at

Scotland Street Museum. He has taken part in the Aye Write! book festival and been the subject of an interview for an online magazine.

After reading a book by writer Allan Guthrie, George went to hear the author speak at a Culture and Sport Glasgow event covering 10 Top Tips For Writing and was inspired to develop his skills and spread the word.

Both men have since co-delivered a workshop in Galway for the international RaPAL conference.

7,275

The number of Adult Literacy and Numeracy learners in 2008/09.

182,312

The number of facilitated educational visits to museums and galleries in 2008/09.

Glasgow's Culture

“
to enhance
and promote
the city's local,
national and
international
image,
identity and
infrastructure.”
”



Glasgow's outstanding museums collection has been recognised by Museums and Galleries Scotland as being of 'national significance'. This significant achievement will allow Culture and Sport Glasgow to bid for funds in the future, while continuing to give unparalleled access to our treasures to both citizens and visitors alike. Here are some of the key achievements in 2008/09:

More than 4,500 people visited **The Burrell Collection** to see the Colours of the Silk Road exhibit of Suzani Embroideries from Uzbekistan. The event also supported a residency by two Uzbek embroiderers. Women's groups in Glasgow created their own versions of Suzani-style embroideries, which were also displayed in the museum.

The Burrell Collection hosted a 25th anniversary events programme which included displays of best-loved works as well as some never before seen objects. In conjunction with the Beijing Olympics, funding was also secured to support an Artist in Residence celebrating Chinese culture. Culture and Sport Glasgow secured over £130,000 of funding for a major research project to photograph, catalogue and assess all 200 tapestries in the Burrell Collection, a collection that compares to that of the V&A and the Metropolitan Museum of New York.

The **Museum of Transport** hosted events as part of Show Scotland 2008, an events weekend coordinated by Museums Galleries Scotland, including a Scottish Opera performance and the Reel Lives exhibition in collaboration with Scottish Screen. The Gig at GoMA brought the gallery to life with music from live bands, while Scotland Street School Museum held creative writing workshops, all as part of Show Scotland's programme. The Museum of Transport was also the key venue for a pioneering exhibition looking at disability. The Lives in Motion event focused on two key areas of disability: the role

of disabled people in our history and culture and accessibility, with particular regard to transport.

Using the £1 million Art Fund International grant awarded to **GoMA** by The Art Fund, GoMA (in partnership with The Common Guild) is starting to build an exciting new collection of international contemporary art for the city. This will establish an important worldwide context for GoMA's recent acquisitions of Scottish art and will transform future collection displays. So far, works by Lothar Baumgarten, Peter Hujar, Emily Jacir and Matthew Buckingham have been purchased. Objects range from photographs and videos to large-scale installations. This collecting scheme is enabling GoMA to purchase work by established, influential artists as well as young artists with growing international reputations.

The Centre of New Enlightenment (The CoNE) at Kelvingrove Art Gallery and Museum was nominated for the Art Fund Prize 2009 and short-listed for the Museums and Heritage Awards for Excellence 2009. The cinematic and digital tour experience for young people recorded 3,177 visits in 2008/09,

almost 2,000 of which were from 63 school visits. An international event was also organised for children aged 10-14 with representation from the UK, Europe, the USA, Australia and Syria. Some 92% of the young people said it was fun while 81% said they were confident or more confident after the experience.

Family and local history resources have been developed at **The Mitchell Library**. The online Ancestry Library logged almost 10,500 searches and 26,000 page hits in February and March 2009 and the Evening Times Roll of Honour is still the most popular PDF downloaded from Culture and Sport Glasgow's website.

Winterfest, Glasgow's largest festival, rolled out 47 days of events attracting 350,000 visitors keen to enjoy the music and culture available in the city over the festive period. A competition was held for the first time where bands competed for the opening slot at Glasgow's Hogmanay and the chance to play to an audience of 10,000 people. Christmas Lights Switch On continues to be a magical event for families with the 17,000 available free tickets snapped-up within 24 hours

of release and 25,000 people celebrated at the St Andrew's Day Shindig in the Square. A world record breaking 220 couples enjoyed a swing band repertoire in George Square with the introduction of Tea Dance Tuesdays as part of the Winterfest programme.

Glasgow also hosted the **World Pipe Band Championships**, attracting bands, dance and music performances from around the globe as well as showcasing our home grown talent. The event attracted over 20,000 local residents and visitors to the city and was a huge success.

Glasgow's third **International Festival of Visual Arts**, now a biennial event, showcased work by established and emerging talent in over forty events held in galleries, public spaces and 'pop-up' venues across the city. Attendances rose from 53,687 to 89,346 and 25 international journalists attended, compared to 10 in 2006, demonstrating the growing international significance of the festival.

In 2008/09 The **West End Festival** programme was well supported by an extensive range of library events involving celebrated writers reading

from their latest books and local people giving living history talks about their early years growing up in the city. As part of the festival, Hillhead and Partick libraries staged 37 events attracting more than 1,500 visits. 97% of feedback was reported as 'good' or 'very good'.

In April 2008, the 13th Annual **Glasgow Art Fair** in George Square attracted 16,622 visitors to exhibits from 44 galleries.

The 11th annual **Inspiration Schools Festival** hosted 43 performances by 11 Scottish and international companies. More than 5,000 children and young people attended the performances at venues throughout the city including the Tron Theatre, Drumchapel Community Centre, Platform in Easterhouse and the City Halls.

Culture and Sport Glasgow advise Glasgow City Council on the allocation of the £3.1m Cultural Grants budget. These funds support around **200 arts organisations** throughout the city.

In July 2008, Culture and Sport Glasgow appointed **six new Arts Officers**. Five are based in designated areas of the city (West,

East, North, South East and South West). The sixth takes responsibility for visual arts and for the co-ordination of Culture and Sport Glasgow's support of **Trongate 103**.

Tramway's performance highlights included Akram Khan with the National Ballet of China, Victoria from Belgium and the National Theatre of Scotland with Mischief La Bas presenting Peeping at Bosch. There were 109 performances during the year attended by 16,553 people. Eleven visual art exhibitions including Jonathan Monk and Kenny Hunter attracted 18,985 visitors.

Culture and Sport Glasgow's Arts Development team in partnership with Community Facilities initiated and funded public performances of the Christmas show '**Molly Whuppie**' by Licketyspit Theatre Company. The show was performed at community venues during November and December 2008. The venues included Castlemilk, Barmulloch, Netherton, Drumchapel and Knightswood Community Centres and Platform at the Bridge, attracting a total audience of 3,382.

In November 2008, Culture and Sport Glasgow secured funding and co-ordinated a schools tour by the

Citizens Theatre Young Company of 'Blackout', a play which allowed the young performers to engage with the school children about the impact of knife crime and gang membership. The play was developed by the National Theatre of Scotland as part of their Theatre of Debate season and toured eight schools reaching 950 pupils.

Multi-culturalism was on the agenda during exchange visits between Glasgow, Poland and Norway as part of our participation in the **European Year of Intercultural Dialogue**. Around 200 young people from Glasgow, supported by Culture and Sport Glasgow's youth teams, contributed to related events exploring art, music, faith, 'global sectarianism' and 'the citizen'.

Finally, Culture and Sport Glasgow was the only cultural organisation in Scotland to take part in a countrywide consultation with 12 young people on the International Exhibition Programme for the **2012 Cultural Olympiad**. An event held at the Burrell Collection in June 2008, organised by the National Youth Agency, will lead to the involvement of Glasgow's young people in the Stories of the World programme of exhibitions. The exhibitions will take place throughout the UK in 2011 and 2012.

Case Study

They're playing our tune - how young people from the East End are able to explore their musical talents or learn new skills while breaking down traditional territorial boundaries.

The East End Music Club is a partnership project with Culture and Sport Glasgow, John Wheatley College, Greater Easterhouse Arts Company and Platform that offers safe learning environments where young people can explore and display their talent and openly discuss and access advice on issues affecting their lives. Young people in the area said they wanted a safe place to learn about music and sound technology with good quality professional instruments and tutoring, as well as a pathway towards progressing their potential talents and somewhere in which they could safely talk about and tackle social issues affecting them.

Around 65 young people take part each week in learning programmes including instrumental tuition, sound production, recording techniques and band rehearsals all delivered by experienced community music workers, youth workers and professional musicians. The weekly access to rehearsal, recording and college facilities provides a broader understanding of the opportunities available to them. As participants come from a wide geographical area within the east end, perceived territorial boundaries have been broken down.

118,873

The number of active book borrowers in 2008/09.

3,205,987

The number of visits to our museums and galleries in 2008/09.



“ to demonstrate the ongoing improvement in the quality, performance and impact of the services and opportunities we provide. ”

How are we performing?



Our teams have been actively working towards improving services and standards in ways that have a real and positive impact on people's lives within the city. Across all facilities managed by Culture and Sport Glasgow, we welcomed 13.6 million visits during 2008/9. Particularly notable was a 10% increase in visits to our community facilities raising the total number of visits to 1.42 million.

The citizens of Glasgow voiced their satisfaction with services in the **Autumn 2008 household survey**. The survey revealed that more than 90% of households were happy with our libraries and museums as venues for cultural activities. Results of the Spring 2009 survey showed that satisfaction rates have increased compared to the average over the past four years. Most notably, museums



and galleries continue to provide the highest satisfaction levels for all council and related services. Our services are still amongst the top performing services in terms of levels of satisfaction amongst users, with three of the five highest scores for satisfaction being achieved by Culture and Sport Glasgow. Levels of satisfaction for the period Autumn 2008 to Spring 2009 are up from 89% to 94% in sports and leisure centres. Museums and galleries saw an increase from 92% to 98%; libraries also rose from 91% to 95% and community centres increased most significantly from 69% to 91%. These views are more significant when compared



with the findings from the same report, which showed that 20% of the population were less likely to use leisure facilities because of the credit crunch.

64 **'mystery' visits** to our facilities to gauge service quality returned an average score of 79%, up 2% on last year. Key areas considered by Mystery Visitors include staff appearance and attitude, access to and within venues, cleanliness of venues and car parking. This will be our baseline for future improvements. Mystery Visits will continue to inform our activities in improving services along with other customer feedback systems



in preparation for our submission to the Customer Service Excellence awards over the next three years across the organisation. All of these activities will inform our results-led and evidence based approach to improving services in the future.

We received a total of 10,601 customer comments during 2008/2009 of which **40% were complimentary**. 22% of suggestions for further improvement (less than last year's 30%) related to improving exhibitions, education and overall visitors experience. We also listen to our young citizens with more than 3,500 young people taking part in several large-scale

consultations on their views about public services.

Glasgow Club Easterhouse Pool

became the latest centre to achieve Quest registration, a quality scheme for customer focused excellence in leisure. The pool reached a Quest 72% success rating, our highest entry score, raising the number of Quest registrations to 15. Glasgow Club Donald Dewar was our first venue to achieve Quest highly commended. Glasgow Club Bellahouston also received a Quest award for best facility in Scotland for staffing, supervision, planning, leadership and management style.

Kelvingrove Art Gallery and Museum, which became the first Glasgow museum to be awarded the **Visit Scotland five star rating**, retained its top class status after inspection. The People's Palace continues as a four star arts and culture venue and GoMA achieved an improved four star rating. The Museum of Transport was awarded three star status, despite having fewer display exhibitions due to its planned closure in Spring next year. Many exhibits have already been decanted in preparation for the move to the new Riverside Museum.

Culture and Sport Glasgow supports sports clubs in improving the quality of provision within local communities, including assistance with coach education, volunteer recruitment and development/ training and advice and support in the implementation of child protection legislation and policy. There are 18 clubs with **Club Mark accreditation** in the city against an annual target of 35. Nine have level one Get Active Status; four have retained their status and one has the highest level, Stay Active. Six have national club accreditation status. A key area for Club Mark is to support clubs in the creation of a fun, learning and safe environment for its members, especially children and young people.

Our community facilities achieved **Charter Mark accreditation** in May 2008 and Libraries, Museums and Galleries successfully maintained their accreditation following health checks in December 2008 and April 2009 respectively. Charter Mark is the government's national standard for excellence in customer service.

The Aye Write! Bank of Scotland Book Festival continues to flourish, recognised in 2008 with the annual Arts & Business Scotland

Community Award. The awards, which celebrate successful creative partnerships between business and arts organisations, also recognised Glasgow with its National Award for our Children and Young People programme.

The **SHAP Working Party on World Religions in Education** was set up to broaden the basis of education at all levels by encouraging the study and teaching of world religions. St Mungo Museum of Religious Life and Art received the prestigious SHAP award for its contribution to religious education in 2008.

In March 2009, the Culture and Sport Glasgow Board approved an updated **Equality Policy** for the company. It builds on the previous Equality Policy (2005) by detailing a number of positive achievements, which demonstrate the progress the company is making in mainstreaming equalities. Culture and Sport Glasgow continues to be committed to ensuring that all sections of the community can have full access to the range of services we provide. To this end, the company will continue to take account of all strands of equality (i.e. gender, race, disability, age, sexual orientation and religion or



belief) and also recognises that other groups may face disadvantage (e.g. those on low incomes and carers). Culture and Sport Glasgow will take forward its Equalities Action Plan between 2009-2011 to ensure fair and equal access to both employment and service opportunities.

An **Equality Impact Assessment** was also undertaken together with Community Planning Partners on Glasgow's Strategic Volunteering framework. We have since been working on recommendations to ensure that the principle of equality is clearly defined in the framework. Evidence gathered regarding under-

represented groups has helped us develop plans that will underpin the framework.

Our culture of transparency and trustworthiness when responding to **Freedom of Information (Scotland) Act** enquiries has been publicly endorsed by the Scottish Information Commissioner both in the media and at conferences. 92% of the 48 Freedom of Information requests were answered in good time. Of the three requests for review of decisions, two were considered through appeal to the Scottish Information Commissioner, one of which was upheld.

We successfully **reduced sickness absence by 19%** compared to last year. This achievement is the equivalent of having an additional 20 staff delivering services, which would have cost in excess of £500,000.

4,517,419

The number of visits to our libraries in 2008/09.

Looking Forward



Culture and Sport Glasgow remains committed to working with our partner organisations across the city to provide the very best in public service.

Despite the economic downturn, the charity is working harder to achieve the best possible outcomes, while providing best value for stakeholders and taxpayers.

Working with Glasgow City Council, we remain committed to our targets for completing and managing the newly opened Glasgow Museum Resource Centre Phase 2, Trongate 103 and Scottish Ballet with their move to new premises at Tramway. We also look forward to the opening of the refurbished Scotstoun Athletics and Rugby Stadium, Drumoyne Primary School and Sports Centre and Maryhill Leisure Centre.



Culture and Sport Glasgow has been commissioned by the Organising Committee of **Glasgow 2014** to coordinate and project manage the Flag Handover Ceremony in Delhi in October 2010. This unique opportunity will allow us to showcase Glasgow and Scotland to a global audience, as the Commonwealth Games pass from India to home-soil during the closing ceremony.

The fourth **Glasgow International Festival** will take place in April 2010 and 2010 is also the 20th Anniversary of Glasgow's Year as City of Culture. To celebrate this there will be a major international arts conference in November and a

programme of talks and events to mark this significant milestone.

A major retrospective of the work of **the Glasgow Boys** will open in April 2010, before moving to the Royal Academy after its much anticipated showing at Kelvingrove.

Planned improvement in our three main areas of **commercial operations** will boost our income levels from catering, venue hire and retail, as we look to maximise the commercial potential of a world-class venue portfolio. We will further develop ideas for new income, through initiatives such as legacies and corporate memberships.

We are also delighted to be working with new title sponsors Lloyds TSB and Bank of Scotland on the ever-popular Great Scottish Run.

Our improved **Equalities Policy** will be rolled out across the company by next year. This will dovetail with other equality groups in line with the city's aim to promote the development of strong and cohesive communities across Glasgow.

We will work more closely with other service providers in Community Learning and Development to help learners plot their own progress and work with adults and young people on accreditation.



As well as running a comprehensive **Duke of Edinburgh Award** training programme for staff and volunteers, we hope to establish Culture and Sport Glasgow as a Training Provider offering Basic Expedition Leadership Courses in 2010 to staff, schools and the voluntary sector.

As part of the **Target Sports programme**, sport development plans for swimming, rugby, football, gymnastics and athletics have been drafted and agreed by all key stakeholders. Plans are also being developed for a further five sports: netball, badminton, table tennis, cycling and golf.

We are committed to **increasing participation in sport and physical activity** within the city, especially among young people, as well as formulating sport specific development plans for target sports. We will produce a Glasgow Coaching Strategy, working with local sport clubs and voluntary agencies, to capitalise on local initiatives.

A partnership agreement between key stakeholders, including Culture and Sport Glasgow, Glasgow City Council and sportscotland, sets out the national objectives of the **Active Schools Network** for 2008-2011 and how these objectives will be implemented in Glasgow. Ensuring

the health and wellbeing of as many of our young people as possible remains a key priority for the charity.

We will continue to support the three year national **Women in Coaching** pilot (2008-2011) led by sportscotland.

Increased funding of £500,000 from the Tennis Foundation will help us **improve park facilities** for the development of tennis coaching and competitions and the creation of more tangible links with other tennis providers within Glasgow. Queens Park Tennis Club has been identified as the first 'beacon site' in Scotland and will benefit from the introduction of a new head



coach to deliver local coaching and competition programmes.

Corporately, we are determined to improve our **performance management framework** to reflect a more results-based approach with regular and systematic monitoring. This will be aligned to the relevant priorities and outcomes identified in Glasgow's Single Outcome Agreement, the Council Plan, the business priorities of the charity and the performance standards agreed with Glasgow City Council. The framework will continue to be evidence based.

We will implement a Service Quality



Programme through the **Customer Service Excellence** three year project plan across the organisation and monitor and report on the Mystery Visitor Programme to help shape and inform improvements.

We value the commitment and enthusiasm of our staff and will continue to work with them to develop actions to address the issues raised as part of the **Staff Engagement Survey** commissioned in April 2008 and will repeat the survey during 2009/10.

We will also continue to roll out our improved **Personal Development Plans** for all staff.

Performance Targets 2009/10

We aim to attract a total of 13.8 million visits across our venues.

This target comprises:

- indoor and outdoor sports facilities 4,703,000
- directly managed community facilities 1,300,000
- libraries 4,600,000
- museums and galleries 3,211,000

Other key headline targets include:

- 941,000 children and young people attendances at our indoor and outdoor sports facilities
- 255,000 free swim attendances
- 117,000 active book borrowers in our libraries
- 165,000 facilitated educational visits to museums
- 37,700 Young Scot card holders
- £780,000 in voluntary income

Financial Performance

Chart 1: Income 2008/09



Chart 2: Costs 2008/09



	£000's
Surplus on Ordinary Activities	£1,638
Pension Deficit Provision	£-10,972
Taxation on Ordinary Activities	£106
Loss for the Year	£9,228



Culture and Sport Glasgow 2008/09

With an operating budget of £97.1 million in 2008/09, which includes the £69.6 million service fee from Glasgow City Council, we have managed the changes and challenges and have remained committed to building upon the many successes achieved during our first year.

We have also contributed an £8.5 million saving to Glasgow City Council while continuing to demonstrate improvement across our range of services.

Commercial Operations



Culture and Sport Glasgow (Trading) Community Interest Company 2008/09

Culture and Sport Glasgow has a trading subsidiary called Culture and Sport Glasgow (Trading) Community Interest Company (CIC), which undertakes the management and development of commercial activities that Culture and Sport Glasgow cannot take on as a charity. The key areas of current commercial activity are retail and our photo library, venue hire, daytime catering in venues and corporate sponsorship.

All net income generated by the CIC is Gift Aided to Culture and Sport Glasgow to be invested in the charitable aims of the company.

In 2008/09 our retail revenue has exceeded expectations. We undertook a retail review with consultants who have worked with many of our national peers and our retail team are returning a healthy profit. The success of business activity at The Mitchell Library, the photo library, catering and vending also contributed to the strong performance of the CIC.

Income 2008/09	£000's
Turnover	£3,321
Cost of Sales	£-1,127
	£2,194
Administration Expenses	£-1,693
Operating Profit	£501

Development



In 2008/09 a total of £1 million was collected as part the Riverside Museum Appeal towards the completion of the Riverside Museum bringing the total to £2.53 million in donations from trusts, companies and individuals and representing over 50% of the £5 million target. The £500,000 sponsorship from BAE Systems received in November 2008 is the largest corporate donation for a capital appeal run for Glasgow City Council.

Despite the global economic downturn and UK recession, which began impacting upon charity fundraising and development in the UK from Spring 2008, we

successfully raised £835,000 in voluntary income. This was a significant increase on the original £380,000 target highlighted in the Outline Business Case.

Corporate sponsorship was increased by 29% from £230,000 in 07/08 to £300,000 in 08/09.

£75,000 was raised for Culture and Sport Glasgow from trusts and foundations and the team also worked with a range of partners and organisations across the city to support them in making applications on their own behalf or to support joint initiatives.

Work continued to focus on new income generating ideas and in fostering a 'culture of giving' with those who engage with the services we deliver. New donation boxes, signage, marketing and tax effective giving was introduced for all public donations resulting in an 84% increase in donations from £134,000 in 2007/08 to £247,000 in 2008/09.

The Golden Oldies continued their fundraising for the Kelvingrove Music Programme, which this year included a series of schools concerts and recitals by young performers, a programme of events to mark Robert Burns bicentenary and the popular organ recitals.

Culture and Sport Glasgow Board Members

The Board of Culture and Sport Glasgow comprises of 11 Directors, six Partner Directors, four Independent Directors and the Chief Executive of Culture and Sport Glasgow.

Independent Directors:

- The Rt Hon The Lord Macfarlane of Bearsden KT
- Sir Angus Grossart
- The Rt Hon George Reid
- Lord Stevenson of Coddenham

Partner Directors:

- Bailie Liz Cameron (Chair)
- Councillor Aileen Colleran
- Councillor Stephen Curran
- Councillor Alison Hunter
- Councillor James Dornan (until 11 December 2008)
- Councillor Steven Purcell
- Bailie Allan Stewart

Chief Executive:

- Dr Bridget McConnell

Culture and Sport Glasgow (Trading) CIC Board Members

- Dr Kenneth Chrystie (Chair)
- Mr Ed Crozier
- Ms Flora Martin
- Mr Seumas MacInnes
- Councillor Stephen Curran
- Bailie Allan Stewart
- Dr Bridget McConnell

Culture and Sport Glasgow would like to thank the Boards for their continued advice, support and expertise - and for continuing to give freely of both their time and energy.

Culture and Sport Glasgow Senior Management Team

- Dr Bridget McConnell - Chief Executive
- Charles Beattie - Director of Finance and Deputy Chief Executive
- Susan Deighan - Director of Strategic Planning and Corporate Services
- Ian Hooper - Director of Special Projects
- Jill Miller - Director of Operations
- Anthony McReavy - Director of Development and Commercial Operations
- Mark O'Neill - Head of Art and Museums
- Karen Cunningham - Head of Libraries and Community Facilities
- Keith Russell - Head of Sport and Events
- Graeme Elder - Head of Business Support

Thank You

We are very grateful to the many generous companies, trusts, organisations and individuals for supporting the events and programmes of Culture and Sport Glasgow.

Acrobatic Gymnastics World Championships

Shields Automotive Ltd.
Danwood Scotland
Purely Scottish Mineral Water
EventScotland
Continental
British Gymnastics
Jury's Inn

Ancient Greeks exhibition

The British Museum

Aye Write! Book Festival

Bank of Scotland
The Herald
Scottish Arts Council
Arts and Business
Waterstones
University of Glasgow
Malmaison
Homecoming Scotland
GFT

Colours of the Silk Road exhibition

Fund Forum UZ
British Council

Doctor Who exhibition

Experience Design and Management

First Football Programme

First Glasgow

Glasgow Fireworks

Joseph and the Amazing Technicolor Dreamcoat (SECC)
Radio Clyde

Glasgow Running Network

Run 4 It

Glasgow Running Network's 5K Fun Run

Run 4 It
Strathmore Spring Water

Glasgow Youth Games

BAA Glasgow

Great Scottish Run

fresh'n'lo - Robert Wiseman Dairies
Mizuno
Strathmore Spring Water
Shields Automotive Ltd.
Radio Clyde
Evening Times
SPT

Impressionism and Scotland exhibition

National Galleries Scotland

Jim Lambie: Forever Changes exhibition

The Modern Institute
Glasgow International

Life After Iraq exhibition

Scottish Refugee Council

sh[OUT] exhibition

Amnesty International

Show Scotland 2008

Museum Galleries Scotland

Sportsperson of the Year Awards

Evening Times
University of Strathclyde
Glasgow Young Scot

Winterfest

The Scottish Government
GMG Radio
Glasgow Science Centre
Magners Glasgow International Comedy Festival
Glasgow International Jazz Festival
Glasgow Film Festival
King Tut's Wah Wah Hut

Women's 10K Run

Ignis Asset Management (formerly Resolution Asset Management)
New Balance
Strathmore Spring Water
Shields Automotive Ltd.
Lidl
Radio Clyde
Evening Times
SPT

We especially thank the thousands of people from Glasgow, the UK and around the world, who visited our museums and made a donation on entry to support Glasgow Museums and all the supporters of the Kelvingrove Music Programme who keep music alive every day in Kelvingrove Art Gallery and Museum.

Culture
& Sport
GLASGOW



Culture and Sport Glasgow is funded by and delivers services on behalf of Glasgow City Council.

Culture and Sport Glasgow, 20 Trongate, Glasgow G1 5ES

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This document can also be made available on request in large print, braille and community languages.
To request, please call 0141 287 0185.

Culture and Sport Glasgow is registered in Scotland No SC313851 with its registered office at 20 Trongate, Glasgow G1 5ES.
Culture and Sport Glasgow is a company limited by guarantee and is registered as a charity (No SC037844) with the Office of the Scottish Charity Regulator.