



Get the most out of
GlasgowLife™

ANNUAL REVIEW

AND PERFORMANCE REPORT 2015-16

*Inspiring Glasgow's citizens
& visitors to lead richer & more active lives
through culture, sport and learning.*



More than 18 million attendances at venues, events and festivals delivered by Glasgow Life – up more than a third since 2007

A record-breaking year for Glasgow's nine award-winning civic museums with almost 3.9 million attendances, with more than one million visits recorded at both Kelvingrove and Riverside Museums

Free Wi-Fi rolled out across our libraries, community facilities, public halls and major cultural and sporting facilities

Some 2,600 staff delivered outstanding public services across 160 Glasgow Life venues in every corner of the city

There were 6.2 million attendances across our network of sports facilities

2015 World Cup Gymnastics at the SSE Hydro hailed 'better than the Olympics', as the city hosts a year of massively successful sporting events including the IPC Swimming World Championships at Tollcross and 2015 Davis Cup ties at the Emirates Arena

More than 150,000 visitors to the Merchant City Festival and tens of thousands enjoyed other cultural events including the ever popular World Pipe Band Championships, Glasgow Mela and Aye Write!

A record-breaking 1.4 million attendances at Community Facilities and over 5.2 million attendances at Glasgow's 32 Community Libraries and the Mitchell Library

More than 3,000 people took part in a major consultation to future-proof our libraries - the 'Vision for Glasgow Libraries' action plan will safeguard these treasured community assets and see them evolve to meet the changing needs of our citizens

Some 230 adult learning programmes helped to change the lives of more than 3,700 adults with over 34,000 attendances and 1,500 participants in 67 ESOL classes, allowing new Glaswegians to learn our language

Turner Prize 2015 broke all attendance records at Tramway, with more than 93,000 people visiting or engaged in the wider programme, as the prestigious contemporary arts exhibition and prize came to Scotland for the first time

'Customer Service Excellence' the UK Government's standard for best practice was awarded to all Glasgow Life frontline services, with Glasgow Museums leading the way with a score higher than any other service accredited to the national scheme

Some 2,271 people volunteered across our core services and events giving 93,919 hours of their time to the people of Glasgow

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Chair's Welcome



The last year has been outstanding for Glasgow. From hosting major international sporting events, to improving the lives of the people we serve, Glasgow Life has been critical to the success of our great city on a local and international stage.

Our committed and talented staff, backed by an army of volunteers, have been proving, yet again, that through culture, sport and learning, the work we do makes an incredible difference to the lives of the people of Glasgow.

Throughout this review, you will hear from real people, telling their stories about how we provided life-changing services for our citizens.

You will hear from Rachel, who suffered from anxiety and depression for almost 20 years and found that cycling as part of a group changed everything for her. You will hear from Dalal who fled the war in Syria, only to feel isolated in her new community – but thanks to our support, her English has improved and she's attending college. You will hear from Mary, who found travelling on a bus difficult, because she couldn't read street and road signs, but whose life has been transformed thanks to our adult literacy classes. And you will hear from Darren who had suffered from drink and drug addictions and homelessness. Feeling isolated in his community, just walking into his local library was daunting, but in taking that step, he experienced a warm welcome and fantastic support. Indeed, Darren told us the local library saved his life. That's the difference we make. In every corner of this city, in every community and beyond, we make Glasgow – and the people of Glasgow – flourish.

You don't have to take my word for it when it comes to Glasgow's status as a world-class player on the sporting and cultural stage. Professor Bruno Grandi, the President of the International Gymnastics Federations said the Glasgow 2015 World Gymnastics Championships was 'even better than the Olympic Games'. We also delivered on the 2015 IPC Swimming World Championships, 2015 Davis Cup and a range of national and international sporting events. We have the talent and experience in putting on a great show and this was recognised recently when Glasgow was ranked number five in the world's leading sporting cities – beating the likes of Olympic cities including Los Angeles, Moscow and Rio de Janeiro. The SportBusiness ranking also placed Glasgow at number one in the smaller cities category and the number one city in terms of delivering on legacy, underlining our determination to ensure that the benefits of hosting the Glasgow 2014 Commonwealth Games are sustained.

Our teams are also working hard on what will be the next showpiece sporting event in the city. The inaugural European Championships in 2018, will, for the first time, see already established European finals in athletics, aquatics, cycling, gymnastics, rowing and triathlon and a new golf event at Gleneagles, brought together at the same time. Glasgow is co-hosting with Berlin, which will host the athletics event, with all other events staged in Scotland. With a television audience of more

than 1 billion, it will be one of the world's largest multi-sport events. The eyes of the world, will once again be on Glasgow. There is a lot of work going on to make it another incredible spectacle of sport and culture.

We built on Glasgow's fantastic reputation as a global leader in contemporary visual art. Since 1996, the city has been home to, or associated with, no less than six artists who have won the prestigious Turner Prize. It is little wonder, then that the first time the exhibition and prize came to Scotland, it came 'home' to Glasgow. The programme at Tramway not only highlighted the shortlisted artists' work and the glamour of the award ceremony, but it was designed to be inclusive, to get more people involved, from every age and social background, the success was phenomenal. Turner Prize 2015 smashed attendance records at Tramway, with over 93,000 attendances recorded across the whole Turner Prize programme. Crucially, that number included over 19,000 attendances at events in schools, talks, tours, workshops and other activities designed to inspire creativity.

Of course, we're not standing still. In July 2016, we will host the Homeless World Cup. It will be an inspirational event with teams from 52 nations taking part in the tournament in the footballing cauldron of a transformed George Square. Their personal stories, the challenges and obstacles they face, are not insubstantial. However, the one thing that is constant, is the capacity for sport to change lives. As part of the event, thanks to the Big Lottery Fund, we are offering volunteering opportunities to 200 people – up to half of whom have been affected by homelessness at some point in their lives. Again, with Glasgow Life's support, the barriers they face will be removed, allowing them to be the heart and soul, the warm Glasgow welcome for visitors to the event and our city. Long after the last ball is kicked, we will continue to support the volunteers, with further involvement in sport, cultural and learning opportunities giving them a chance to improve their lives.

That's what we do. That's who we are. We are rightly proud of the work we do and that is thanks to our board of directors, our staff and volunteers – each and every one makes a real difference and I want to thank all of you for what you do. I also want to thank the Glasgow Life management team who work tirelessly for the people we serve.

There is so much more than I could highlight in this introduction, but you can find out more about the work of Glasgow Life throughout this report. I hope, like me, you will be inspired by what it reveals. There is much work still to be done to ensure all of the people of Glasgow have a chance to shine and our ambition will always be driven by them.



Councillor Archie Graham OBE

Chief Executive's Welcome



Glasgow is a city which is not standing still. Change is happening everywhere – and while there are undoubtedly areas where we can say we are world-leaders, our focus remains on providing opportunity for all. The work we do at Glasgow Life is making a real difference, providing the support, the inspiration and the ability for more people to get so much more out of life.

This was demonstrated last year by over 18 million people using our services and facilities – an increase of more than a third since Glasgow Life was established in 2007. At a time of unprecedented pressure on public finances, our continuing focus is on delivering the very best in public services to all of our various audiences. More than that, we want to involve the people we serve in building services which matter to them. Last year, more than 3,000 people were part of a consultation process which is transforming our library service. They told us how valuable these community assets are – and we've responded by ensuring they are protected for the future. As well as the joy of simply reading a good book, our libraries are evolving, with an increase in our digital offer – e-books and e-magazines – to providing help and support with welfare reform, or having partners such as Macmillan Cancer Support and the Citizens' Advice Bureau on hand to deal with health or social issues. In 2015-16, there were more than 5.2 million visits to Glasgow's 32 community libraries and the Mitchell Library.

Similarly, our community facilities provide opportunity where it is needed. Working with a range of partners, we're helping more people with training or learning needs. We're helping young people to get active, play or get involved in projects and awards which will equip them for later life. We're changing lives

for the better – whether that is giving people the confidence to improve their literacy and numeracy, or just helping someone on to social media for the first time, with free Wi-Fi across our estate of community facilities, libraries and major sport and cultural centres – it all adds to the vibrancy of our great city. There were more than 34,000 attendances across 230 adult learning programmes alone, a real, tangible sign of the difference we make to more than 3,700 adults involved. It's life-changing.

Of course, we can't attract people to use our services if they are not performing at their very best. Every frontline service at Glasgow Life has achieved the UK Government's standard for best practice, having secured the Customer Service Excellence award. Glasgow Museums led the way, with an 'outstanding' pass mark, setting a new record for Glasgow Life and, indeed, the national accreditation programme. Our museums celebrated a record year, with almost 3.9 million visits. What's on offer is incredibly diverse. An exhibition on dinosaurs at Kelvingrove was incredibly popular with 82,000 visitors, while at the People's Palace, we worked with local communities to curate a show about shopping in the 1950-70s. There was even a Santa School at Scotland Street, where kids can learn how to be the great man – just in case he ever does get stuck up a chimney!

As well as our major sporting events, we are thrilled to see more people getting fit and active. Attendances at the city's sports facilities reached almost 6.2 million. The Glasgow Club saw a new record of 41,500 members. The number of people using our free tennis facilities has more than doubled, thanks to the city's continued investment in new and improved courts in the city's parks. There has been an increase in people enjoying free bowls, a 64% increase to almost 50,000 – including significant rises in the under 18s and over 60s age categories. Free five-a-side football for young people has risen dramatically, by some 365% to 6,140 uses. From sports development activity, up 12% to 820,000, to increases in junior members of sport clubs, up to 21,000, a four-fold increase since 2009, our investment in sport and physical activity is outstanding and building on the great legacy of not only the Commonwealth Games, but all of the major sporting events which have been attracted to Glasgow in recent years.

With the improvements in sport, our cultural events have gone from strength to strength. As our Chair said, Turner Prize 2015 at Tramway reinforced our position as a leader in commissioning, producing and staging contemporary art – and working with artists and creative talent to get the most out of their work. Celtic Connections once again enjoyed a record-breaking year, while the Merchant City Festival, the Glasgow Mela and our incredible music programmes at the City Halls, Glasgow Royal Concert Hall and the fantastic Kelvingrove Bandstand all brought audiences to life, with more than 1.2 million attendances in 2015-16 recorded.

We're working hard to make sure everyone is included and we've entrenched equality – and equal access – at the heart of our organisation, with a robust action plan which will make everyone responsible for eradicating any boundaries which prevent participation.

While we have one eye to the past, we're also looking to the future. Later this year, the £35 million redevelopment of the Kelvin Hall will open to the public. An incredible

collaboration between the city, University of Glasgow and the National Library of Scotland, it will provide outstanding cultural and academic opportunities, as well as being the site of one of Scotland's biggest health and fitness facilities. In October, the Burrell Collection will close its doors, as we embark on a full refurbishment and redisplay of Sir William Burrell's incredible gift. We're currently finalising plans for a world tour of treasures from the collection – an international calling card for what is one of the world's finest, personal collections. The support and enthusiasm we have met from all quarters – and not least from Glasgow City Council – shows just how important it is to invest in, and promote, our cultural treasures.

We couldn't achieve what we do without strong partnerships and collaborations. For example, much of the work we do in communities is backed by NHS Greater Glasgow and Clyde, local Housing Associations and the Wheatley Group. A number of major cultural, sporting and capital projects are supported by the Big Lottery Fund, Heritage Lottery Fund and national agencies such as EventScotland and Creative Scotland. Projects like Kelvin Hall, the Homeless World Cup and the 2018 European Championships, also enjoy very welcome and significant support from the Scottish Government. Everything we do, both now and in the future, will see us build on these partnerships and create new ones, as we work on our shared ambitions for both city and nation.

With Glasgow City Marketing Bureau now part of Glasgow Life, we will look at how best to do even more to shout about the good work happening right across the city. We are all committed to providing the very best for the people of Glasgow and beyond. It has been an outstanding year and I want to thank everyone who has supported us and look forward to continuing to build on our success.



Dr Bridget McConnell CBE

April Highlight

The *Hatching the Past* dinosaur exhibition opened at Kelvingrove, attracting more than 82,000 visitors during the summer months to discover the hidden secrets of dinosaur eggs and babies.



May Highlight

More than 3,000 people took part in a major consultation on the future of Glasgow's 33 libraries. The 'Vision for Glasgow Libraries' informed plans to ensure these cherished facilities evolve to respond to the needs of our customers in an ever-changing world.



June Highlight

A brand-new summer season opens at the refurbished Kelvingrove Bandstand, with big names such as Glasvegas, Ben Folds, Echo and The Bunnymen, Joan Armatrading, King Creosote, and Roddy Frame and a host of community music and performance events, including special performances during the Glasgow Mela.



July Highlight

The Anniversary Games were opened at Glasgow Club Crownpoint, marking one year since the Glasgow 2014 Commonwealth Games. Some 4,000 young people took part in the 11 day festival of sport, many on the track where Usain Bolt won gold 12 months earlier.



August Highlight

Over 40,000 people attended the World Pipe Band Championships. The event also attracted a record number of bands from outside the UK and Ireland and the total entry was among the highest ever.



September Highlight

Launch of Nationwide Every Child a Library Member campaign at The Mitchell Library. In Glasgow, 2,601 babies signed up for My First Library Card in first six months, opening up new opportunities for children and families to find the joy in books and reading.



October Highlight

The World Gymnastics Championships at the SSE Hydro are hailed as 'better than the Olympics'. With attendances of close to 80,000 and a global television audience, highlights included Max Whitlock being crowned as Britain's first ever world champion.



November Highlight

The iconic Spitfire display is lowered from the roof of Kelvingrove on Armistice Day, attracting significant global media attention. The conservation work, allowed for a full redisplay of the West Court including popular displays on animals and habitats.



December Highlight

The Turner Prize 2015 is awarded to collective, Assemble at a glittering ceremony in Tramway. Over the course of the record-breaking exhibition, more than 93,000 people visited or got involved through workshops, talks and tours.



January Highlight

Celtic Connections 2016 saw record ticketed attendances of more than 124,000 at 300 events, with around 2,500 artists from across the world performing on 26 stages in venues throughout the city. Stars of world, folk and roots music included Robert Plant, Kris Kristofferson, Rickie Lee Jones and The Chieftains.



February Highlight

Free public access Wi-Fi is rolled out across Glasgow's 33 libraries. One of the first recommendations from the Vision for Glasgow Libraries' Action Plan to be implemented across the city, the free libraries Wi-Fi complements the existing provision in the city's community venues, public halls and major sport and cultural centres.



March Highlight

Aye Write! featured appearances from the former governor of the Bank of England Lord Mervyn King, comedian Limmy, Joan Bakewell, Alexei Sayle and Masterchef judge John Torode. A community ticketing initiative provided free tickets to those who could otherwise not afford to attend events.



Our Thanks to . . .

Glasgow Life would like to thank our individual supporters, corporate partners, and the many trusts and foundations for their continued support. We would also like to thank the large number of sport, cultural, educational and community organisations and governing bodies who contribute to our work.

Funders and Partners

Big Lottery Fund
British Council
British Council Scotland
Burrell Renaissance
Clyde Gateway
Community Safety Glasgow
Cordia
Creative Scotland
EventScotland
Glasgow City Council
Glasgow's Green Year 2015
Heritage Lottery Fund
Historic Environment Scotland
Macmillan Cancer Support
Museums Galleries Scotland
NHS Greater Glasgow and Clyde
People Make Glasgow
RSPB
Scottish Football Association
Scottish Government
Scottish Rugby Association
Sportscotland
Trustees of the Sir William Burrell Trust
UK Government
VisitScotland
Wheatley Group
Year of Food and Drink Scotland

Kelvin Hall

University of Glasgow
Hunterian
National Library of Scotland

Naming Partner: Emirates Arena

Emirates

City Partner

AG Barr

Arts Supporter

BAM Properties

Communities Supporter

City Building

Sports Supporter

Actavo
Sir Robert McAlpine

Aye Write!

Caledonian University
Confucius Institute at the University of Glasgow
Encore
Freight
Gaelic Books Council
Glasgow City of Science
Glasgow UNESCO City of Music
Glasgow Women's Library
Malmaison
Mental Health Foundation
Outspoken Arts Scotland
Publishing Scotland
SA-UK Seasons 2014 & 2015
Scott Moncrieff
The Glenrothes
The Herald
The Open University in Scotland
Turcan Connell
University of Glasgow
University of Strathclyde
Waterstones
Wellcome Collection

Wee Write!

Early Years Scotland
Experiential Play
Donors to the Wee Write!
Reading and Literacy Fund

Celtic Connections

BBC Alba
 BBC Radio 2
 BBC Radio 3
 BBC Radio Scotland
 BBC Scotland
 Bees Nees
 Bruichladdich
 Caledonian MacBrayne
 Celtic Music Radio
 Celtic Rover and
 Celtic Rover Plus members
 Culture Ireland
 Drygate Brewing Co
 Educational Institute of
 Scotland
 Evening Times
 Glasgow Restaurant
 Association
 Holiday Inn – Glasgow
 Theatreland
 Italian Institute of Culture
 S4C
 ScotRail
 Sunday Herald
 TG 4
 Donors to Celtic Connections
 Education Programme

**Devil's in the Making
@ GoMA**

Bill's Restaurant

Glasgow International

Apex Hotels, Glasgow
 ArtStack
 Cass Art
 CitizenM
 Creative Victoria
 Czech Centre London
 Lafayette Anticipation –
 Fonds de dotation Famille
 Moulin, Paris
 Lord Provost's Office
 McLaughlin & Harvey
 Outset Scotland
 Premier Suites Plus, Glasgow
 ROSL Arts
 The Henry Moore Foundation
 The Skinny

**Glasgow International,
Patrons and supporters**

Shane Ackroyd
 Charles Asprey
 Brian Boylan
 Vanessa Branson
 Nectar Efkarpidis
 Nicoletta Fiorucci
 Curt Marcus
 Valeria Napoleone
 Maureen Paley
 Silva Fiorucci Roman
 Alexander Schröder
 Matthew Slotover
 Calum Sutton
 Sam Talbot

**Glasgow International,
Gallery Supporters**

Alison Jacques Gallery
 Derek Harte
 Frutta Gallery
 Galerie Neu
 Herald St
 Jupiter Artland
 Sadie Coles HQ
 Southard Reid
 Stephen Friedman Gallery
 The Modern Institute
 White Cube

Glasgow Mela

ICCR India
 Incredible India
 Lebara
 Rubicon
 Sky Asia

Merchant City Festival

AB2000
 Blackfriars
 Clyde 1
 Clydebuilt Ltd
 Conflux
 Dance House
 Fraser Suites
 Merchant City and Trongate
 Community Council
 Merchant Square
 Scot JCB
 Strathclyde Passenger
 Transport

Sports Person of the Year

Evening Times
 Sports Council for Glasgow
 University of Strathclyde

Street Football

Glasgow Housing
 Association
 Community Safety Glasgow

Turner Prize

Autism Resource Centre
 BBC L.A.B.
 Cass Art
 Culture Counts
 Glasgow School of Art
 Merchant Square
 Network Rail (Glasgow
 Central Station)
 Outset Scotland
 St Enoch Centre
 Storm ID
 Travelling Gallery

**2015 World Gymnastics
Championships**

Altodigital
 Arnold Clark
 British Gymnastics
 City Building
 Capture the Event
 Cirque du Soleil
 CSE
 Field & Lawn
 Glasgow Science Centre
 Gymnova
 Invest Glasgow
 Longines
 LOOK
 Mizuno
 Nissay
 SSE Next Generation
 Strathmore Water
 UK Sport
 VTB

Friends of Glasgow Museums

The Friends of Glasgow Museums is a registered Scottish Charity No SC 008995.

They have continued to generously support the work of Glasgow Museums with a number of projects including the redisplay of the Life Gallery at Kelvingrove Art Gallery and Museum.

Glasgow Museums Patrons' Circle

Platinum Patrons

Bill Goudie
Isobel McMillan
Morna Mathers
Steve Matheson
Anonymous donor

Gold Patrons

Jim & Audrey Bisset
Sir Michael & Lady Bond
Anne & Zen Chowanec
Joy Crooks
Duncan & Catriona Gilmour
John & Shelia Henderson
Elaine Moolan
Laura Elizabeth Robertson
David Lawrie Thomson
The Alma & Leslie Wolfson Charitable Trust

Silver Patrons

Dr. J. E. Agnew
William Allen
Agnes Ferris Angus
Stuart John Baillie
Andrew Baker & Carole Hart
Maureen Ramsay Bird
Fiona Campbell
Elizabeth Dent
Dr Stella Gibson
Alison Hogg
John & Erica Kerr
Pat Lang
Andrew Lockyer
Dorothy Lunt
Colin Mair
Joan McDowell
Sheila & Tom McGuffog
Roderick & Sophie McKendrick
Sheila & Duncan McKinlay
Tom & Ann O'Connell
Joyce Reid
Professor Oliva Robinson
Helen Elizabeth Rorrison
Sheila Kerr Ross
James & Jessie Saul
Vicky Tierney
Sheena Duncan & Bob Winter
Judith Ariadne Witts
Lynn Wolfson

Kelvingrove Organ Programme

W M Mann Foundation
James Wood Bequest Fund

Adopt a Book

Donors to the Adopt a Book fund which supports the conservation of rare and valuable items.

Trusts & Foundations

Gordon Fraser Charitable Trust
Paul Hamlyn Foundation
PRS Foundation
The Henry Moore Foundation
The Hunter Foundation
The Royal Foundation
Toshiba International Foundation
Wellcome Trust
Youth Sport Trust

Service Development

Faith in the Community
Glasgow Disability Alliance
Glasgow Women's Voluntary Section
Glasgow Black and Ethnic Minority Voluntary Sector Network – CRER
Scottish Refugee Council
LGBT Youth
Age Scotland
BEMIS
Next Step
Glasgow Equality Forum

Corporate Directory

Glasgow Life would like to express their sincere thanks and gratitude to the following, for giving their time, knowledge and expertise as Board Members during 2015-16.

Culture & Sport Glasgow Board as at 31 March 2016

Councillor Archie Graham OBE (Chair)	Sir Angus Grossart
Councillor Helen Stephen	John McCormick
Councillor Emma Gillan	Mel Young
Councillor David McDonald	Professor Lesley Sawers
Councillor Soryia Siddique	Dilawer Singh MBE
Dr Bridget McConnell CBE	Lee McConnell

Culture & Sport Glasgow (Trading) CIC Board as at 31 March 2016

Professor Lesley Sawers (Chair)	Sir Angus Grossart
Councillor Archie Graham OBE	John McCormick
Councillor Helen Stephen	Mel Young
Councillor Emma Gillan	Dilawer Singh MBE
Councillor David McDonald	Lee McConnell
Councillor Soryia Siddique	Dr Bridget McConnell CBE

Glasgow Life Leadership Team

Chief Executive	Dr Bridget McConnell CBE
Chief Operating Officer	Susan Deighan
Director of Finance and Governance	Martin Booth
Director of Sport and Infrastructure	Ian Hooper
Director of Cultural Services	Jill Miller
Director of Policy and Research	Mark O'Neill
Director of Strategic Partnerships	Colin Edgar

Income and Expenditure

Including CIC and sponsorship information

Financial performance

Income	£000	%
Grants & Donations	2,476	2.2%
Community Interest Company	6,583	5.9%
Leisure & Cultural Activities	26,271	23.7%
Interest received	45	0.1%
Service Fee - Glasgow City Council	75,380	68.1%
Total	110,755	

Costs	£000	%
Governance	460	0.4%
Community Interest Company	4,635	4.3%
Leisure & Cultural Activities	105,000	95.3%
Total	110,095	

Surplus on unrestricted activities	660
Reserves brought forward	700
Reserves	1,360

Culture and Sport Glasgow (Trading) Community Interest Company

	£000
Turnover	6,590
Cost of Sales	2,661
	<u>3,929</u>
Operating expenses	1,974
Operating Profit	1,955

Glasgow Club	£000
Actual	11,163
Target	11,078
Variance	85
Variance %	0.77%

Non Service Fee Income	FY15/16 Actual £m	FY15/16 Budget £m
Community Interest Company	6.6	7.6
Leisure & Cultural Activities	28.8	29.4
	35.4	37.0

* Figures included in this section are unaudited at time of production of this report.

Corporate Support and Fundraising

We are very grateful to all our donors and sponsors whose support has been critical in helping us to deliver great projects and programmes across Glasgow, increasing the range of opportunities open to everyone in the city.

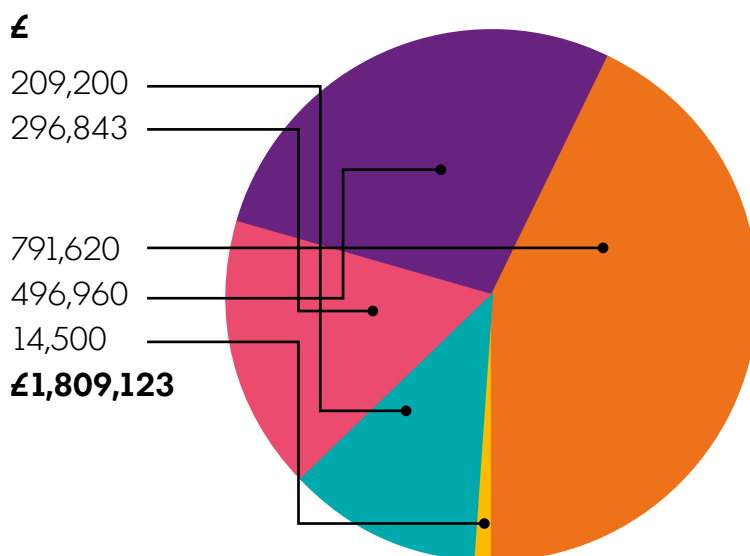
Working with our partners and those who give so readily allows important community collaborations, arts initiatives and sporting programmes to thrive.

Highlights

- The Glasgow Museums Patrons' Circle is now in its second year. Support from Patrons allowed us to contribute £7,000 towards the redisplay of the new Life Gallery at Kelvingrove. In addition to supporting the work of the museums, Patrons enjoy a closer relationship with museums' projects as well as private tours, conversations with curators and viewing objects that are not usually on display to the public.
- In 2015 Celtic Connections launched 'Celtic Rover' to support the award winning education programme run as part of the main festival. Celtic Rover members receive discounts on tickets and Rover Plus members receive invitations to concert rehearsals and can sit in on the Schools Concerts delivered as part of the education programme. We are extremely grateful to our 427 Celtic Rovers members who made such a difference to the festival.
- We are delighted that the annual giving campaign for the Life Gallery at Kelvingrove Art Gallery and Museum raised over £16,000.
- The development and successful delivery of the 2015 World Gymnastics Championships Sponsorship Plan ensured that all partners and sponsors' rights and benefits were expertly executed. A collaborative approach, with key partners, resulted in both the cash and Value in Kind (VIK) targets being met with sponsorship income of £1.5m including VIK.
- Thanks to new, compelling messaging on donation boxes, visitors generously increased their support by 13%, to £335,214.
- Aye Write! received £1,000 from the Gordon Fraser Charitable Trust to allocate free tickets to underprivileged children in Glasgow, allowing them to take part in the excellent literacy festival for the first time.
- Wee Write! received an anonymous donation of £1,500 that allowed the programme to travel to communities, engaging children and young people in the friendly and fun reading and literacy programme and experience the benefits associated with them.
- The Hunter Foundation donated £10,000 to initiate the re-refresh of Kelvingrove Art Gallery and Museum's popular The Centre of New Enlightenment (TCoNE), an inspirational learning space for children and young people.

In the last financial year Glasgow Life raised **£1,809,123** in voluntary income across the following streams:

Individual donations
Donation boxes
(including foreign currency
and gift aid)
Trusts and Foundations
Corporate Partnerships
Corporate VK
Total



Past Performance, Future Promise

Across the organisation, our performance remains strong. Glasgow Life's performance management framework continues to monitor the progress of all our services with a focus on meeting the city's priorities and our strategic service. The specific focus is on:

- Glasgow Life's Business and Service Plan
- Glasgow City Council's Strategic Plan
- Glasgow's Single Outcome Agreement
- Commonwealth Games Legacy Framework

With this in mind we ensure that SMART measures are adopted when setting targets for performance indicators and we use Audit Scotland's system to demonstrate progress against targets:

- R** More than 5% below targeted performance
- A** 2.5% to 4.9% below targeted performance
- G** Performance between 2.49% and target (or better)

During 2015-16 we agreed to report to Glasgow City Council on these three key areas of performance:




Measure	Target	Actual	Status
The number of attendances at Glasgow Life directly managed venues excluding festivals and events	16.9 million	17.5 million**	G
Income generated through the company's charity and CIC	£37 million (charity) £29.4 million (CIC) £7.6 million	£35.4 million* (charity) £28.8 million* (CIC) £6.6 million*	A
Deliver against key themes set out in 2014 Commonwealth Games Legacy Framework	Active theme	On track	G

**A further 488,359 attendances were recorded at key events, festivals, musical performances. The total figure for all attendances at Glasgow Life services was 18,030,357.







* Figures included in this section are unaudited at time of production of this report.

Statutory Performance Indicators

Three Statutory Performance Indicators (SPIs) are reported in line with our contractual agreement with Glasgow City Council. These are also reported to Glasgow Life's Board.

Measure	Target	Actual	Status
Sport visits: the number of attendances per 1,000 population including pools	9,334	8,791	
The number of visits to/usages of council funded or part funded museums per 1,000 population	5,800	7,051	
The number of visits to libraries per 1,000 population	8,691	8,676	

Performance is reported to Glasgow Life's Board throughout the year across a range of measures including financial performance, learning, employability and volunteering opportunities in the city. The Board pay particular attention to the annual attendance target and scrutinise the contribution of each individual service to this corporate indicator at every Board meeting.

Measure	Target	Actual	Status
Breakdown of the number of attendances at Glasgow Life directly managed venues, excluding festivals and events	16,891,411	17,541,998	
Glasgow Sport	6,458,518	6,171,652	
Glasgow Libraries	5,269,775	5,260,437	
Glasgow Museums	3,182,000	3,897,328	
Community Facilities	1,167,800	1,372,614	
Glasgow Arts, Music & Cultural Venues	813,318	839,967	

Targets for 2016-17

A target of 17,659,828 has been approved for attendances at Glasgow Life directly managed venues for the financial year 2016-17. This takes into account a number of influencing factors, including the planned closure of venues for maintenance and refurbishment such as The Burrell Collection and also the re-opening of the Kelvin Hall.

Venue	Target
Glasgow Libraries	5,216,000
Glasgow Museums	3,300,786
Glasgow Arts, Music and Cultural Venues*	1,455,655
Glasgow Sport	6,428,687
Community Facilities	1,258,700
Total	17,659,828

*Merchant City Festival (160,000) and Mela (45,000) have both been added to the Arts and Music target, as these are delivered from this service area. Additionally, Glasgow International, the biennial contemporary arts festival was held in April 2016 and normally attracts around 200,000 attendances.

The 2016-17 targets for income generated through the company's charity and CIC is as follows:

Income generation	Target
Charity	£29.5 million
CIC	£7.6 million
Total	£37.1 million

Our Contribution

Glasgow City Council has set strategic priorities which will deliver real progress and change for the people we serve. Glasgow Life aligns its services to these strategic priorities to deliver positive outcomes for citizens and visitors alike. Below are some highlights, which shine a light on the significant and positive contribution they make.

Vibrant City

Glasgow Life leads the Vibrant City theme through our Chief Executive and makes a significant contribution to the Council's key priorities, the Single Outcome Agreement and Community Planning Partnership priorities. Throughout this review, there are specific examples of the fantastic cultural, sport and learning opportunities that deliver on the city's priorities.

In March, 2016, Glasgow was ranked in fifth place in a list of the world's top sports host cities, finishing ahead of Los Angeles, Tokyo, Sydney and Paris after climbing three places in the ranking by the SportBusiness **Ultimate Sports Cities Awards**.

Glasgow was also named the number one city in the world in the legacy category – building on the success of the Commonwealth Games. A further award saw it named best small city by population band, beating Amsterdam, Calgary, Doha and Vancouver in the process. These awards were not just recognition of the city's record in hosting world class events, but in its long term investment in mass participation and in clubs, coaching and volunteering and in sports facilities from an extensive network of community venues to world-class facilities.

In 2015-16, Glasgow Life was nationally recognised for its high levels of customer service across all areas of the organisation. We are the only organisation in Scotland to have achieved the **Customer Service Excellence (CSE)** government standard across all of its venues. This is supported by the people of Glasgow who have, for the fifth consecutive year, rated Glasgow Life services – Museums and Galleries, Libraries and Sport and Leisure – as the top performing services for satisfaction in the Glasgow Household Survey. This is the highest rating for satisfaction for any service provided by the Council Family.

Glasgow's museums, cultural, sport and events assets are not only enjoyed by our citizens, but are a significant draw for visitors to the city. There are a number of examples throughout this review, which detail where Glasgow excels, including major sporting events, such as the 2015 World Gymnastics Championships, the 2015 Davis Cup ties and major cultural events such as Turner Prize 2015.

Our year-long calendar of events, including the Glasgow Mela, Merchant City Festival and World Pipe Band Championships, Celtic Connections and Aye Write! all are woven into a rich tapestry of civic pride felt by many Glaswegians – and appreciated by Glasgow's many visitors.



Glasgow remains a UNESCO city of music, with performances across our music venues providing entertainment for a diverse range of audiences. We have strong partnerships with national performing arts companies, such as the RSN0 which is now based in the refurbished Glasgow Royal Concert Hall. Glasgow Life also works with the city in supporting theatre, independent artists and a large number of cultural producers and festivals.

Economic Growth

Glasgow Life is a major city employer, with some 2,600 staff contributing to the city economy. In 2015-16, we also supported 7 Modern Apprenticeships (MA) across all parts of the company including customer service, business & administration and IT and Finance. In addition, 27 students from schools, colleges and universities gained valuable work experience with Glasgow Life since April 2015. 40 young people have graduated from Glasgow Sport's Coach Core programme with 100% gaining employment or moving into higher education on completion of the programme. Coach Core won Glasgow City Council's Flourish Team Excellence Award in the Learning in the City category in June 2015.

We have contributed to the Digital Glasgow Strategy through the provision of **free Wi-Fi** in all of our community venues and libraries. This has been possible with the support of BT for our Community Facilities and Scottish Government Public Wireless fund for all our libraries. This is in addition to over 600 free-to-use internet enabled PCs across the city.

In 2015-16 Glasgow Life supported 2,271 people to donate almost 94,000 hours of their time to helping the people of the city

through a range of different sport, cultural and learning initiatives.

Looking After Our Vulnerable People

Our services are designed to be accessible to all. Pioneering services like Macmillan @ Glasgow Libraries make an incredible difference. Our volunteer led cancer support and information services are now available right across Glasgow libraries and more recently in community facilities. In 2015-16 there were 2,260 attendances at our cancer information and support services, a 4% increase from the year before; 7,000 volunteer hours were donated last year and over 15,000 Macmillan cancer information leaflets were distributed. The positive impact on individuals using the services led Macmillan Cancer Support to grant Glasgow Life £900,000 for a further three-year programme. We will widen our outreach approach to signpost people affected by cancer to our library and community based information hubs and look at how we build on our experiences with Macmillan to support some of the other long-term health conditions that the citizens of Glasgow experience.

In sport, our Good Move programme is delivering results to get those who may have health or other difficulties more fit and active, in venues that are welcoming and supportive. There are programmes for older men and women, teenage girls, those affected by cancer and for children and families, with more than 130,000 attendances during the last year. Glasgow Sport also has programmes which break down barriers faced by our black and minority ethnic, disabled and LGBTI customers. Last year, a new scheme to encourage people from the transgender community to swim in monthly



sessions at Whitehill Pool was also successfully launched, with 20 members now regularly attending.

The Open Museum team has worked with offenders, ex-offenders and their communities to promote learning through our museum objects, while dealing with issues around mental health, learning difficulties and work towards gaining educational qualifications as part of the rehabilitation process.

The Open Museum also moved into the second year of a partnership with NHS Greater Glasgow and Clyde around Memory Walls at Stobhill Hospital. The programme has now been expanded to include functional mental health wards and will feature the use of tablet technologies on the wards to enhance engagement opportunities and experiences.

A Learning City

Learning is at the heart of everything we do. Throughout 2015-16, Glasgow Life worked with public and third sector partners (Glasgow's Learning Partnership) to produce the city's Community Learning and Development (CLD) plan.

Glasgow's CLD plan covers the period 2015-18 and sets out how Glasgow's Learning Partnership will deliver Community Learning and Development in a co-ordinated way across the city to meet the needs of communities and individuals.

Devised to place learners at the heart of service provision, the plan takes into account the changing demographics of Glasgow and, in line with current social policy, focuses on prevention and early intervention as well as poverty, inequality and disadvantage. It

recognises the barriers that people face in accessing learning and sets out how best to address these to create opportunities for all our citizens to grow and prosper, with particular emphasis on supporting those in areas of high deprivation and the city's most vulnerable groups.

Throughout 2015-16 Glasgow Life offered more than 600 free community-based learning opportunities to support vulnerable and disadvantaged people across the city, empowering people of all ages to work individually or collectively to make positive changes in their lives, creating a more resilient and enterprising community.

2015-16 saw more than 25,000 people take part in the CLD initiatives delivered by Glasgow Life. Programmes included free digital learning courses devised to bridge the gap between those in our city who are computer literate and those who are not.

Young Glasgow, our over-arching name for service provision for young people aged 5-18, continued to promote and support the voice of young people in 2015-16, through work with Glasgow Youth Council and Members of the Scottish Youth Parliament.

Sustainability

Glasgow Life has a well-established energy efficiency programme that includes both technological and staff intervention. We have made steady progress against a backdrop of increasing demand for our services, in 2015-16 we reduced our year on year electricity consumption by 1%, gas consumption has risen by 3.9% this year following 4 years of decreasing consumption. The colder and wetter weather in 2015-16 had a negative



effect on our ability to reduce consumption. Our staff continue to monitor all properties where we see an increase and liaise with venue managers and Energy Champions to raise awareness and promote good practice to reduce overall consumption.

We have made steady progress on sustainability and, in difficult times, continue to ensure we give this policy area the same profile as our other policy commitments. In terms of more direct action to address sustainability as an organisation, we have implemented numerous campaigns and continue to address levels of energy consumption through our Energy Management Forums.

We have made significant positive changes to recycling in all Glasgow Life venues and our staff continue to raise customer awareness of the opportunities available to them. Work is ongoing to increase the availability of recycling services across our facilities.

Equalities

We are working hard to embed equal access for all in everything that we do. In 2015-16, Glasgow Life employees developed an Equality and Diversity Action Plan. The action plan has six workstreams, and each workstream lead is an ambassador for equality and diversity and key point of contact in each service area. The plan has also been shaped by input from equalities organisations in Glasgow Equalities Forum (GEF) such as Age Scotland, LGBT Youth Scotland, Faith in Community Scotland and the Scottish Refugee Council. Following consultation with GEF we have broadened the scope to include poverty, recognising many people who are within protected characteristic groups are affected by poverty.

In 2015-16 all services have been working on audience development plans as part of our budget and service planning process. The aim of the plans is to identify the key barriers to – and opportunities – for underrepresented groups to engage in culture and become more active. This will lead to the development of an action plan for each of the target groups, detailing priority actions in getting more individuals, groups and communities more engaged and active in 2016-17.

A man with glasses and a black vest over a red shirt is sitting at a table, smiling. Behind him is a large banner for Macmillan Cancer Support. The banner has the text "ABOUT CANCER? WE ARE MACMILLAN CANCER SUPPORT" and "TALK TO US". Below this, it lists services provided and contact information for Glasgow Libraries.

ABOUT CANCER? WE ARE MACMILLAN CANCER SUPPORT

TALK TO US

We can provide

- information on living with all aspects of cancer
- time to listen and talk to you about how cancer is affecting your life
- access to local services such as benefit advice, counselling, support groups and much more.

To find out information about your nearest centre please call the Macmillan Support Line free on **0808 808 00 00** Monday to Friday, 9am to 8pm or visit macmillan.org.uk

You can contact Glasgow Libraries on **0141 287 2999** Monday to Thursday, 9am to 8pm, Friday and Saturday 9am to 5pm visit glasgowlife.org.uk/macmillan or email macmillan@glasgowlife.org.uk





Glasgow Libraries

Over 5.2 million visits to Glasgow's 32 Community Libraries and the Mitchell Library.

Glasgow is home to Scotland's largest public network of library and information services. Glasgow Libraries manages 32 community libraries, 29 school libraries and the iconic Mitchell Library, and offers a variety of community engagement activities for all ages at each venue designed to inspire a love of reading, learning and discovery across the city.

Creating a welcoming, engaging hub at the heart of the community is paramount to Glasgow Libraries commitment to local residents. The city's libraries offer residents a one-stop shop for key social, cultural, educational and economic needs, supporting the people of Glasgow to grow and prosper.

During 2015-16 there were over 5.2 million visits and more than 1 million usages of PCs and Wi-Fi across our libraries. Online services continue to be very popular with over 1.3 million "virtual visits" recorded during the year. This valuable service, which allows library users to renew loans, reserve items, download e-books and browse the library catalogue accounted for 26% of all library visits.

2015-16 also saw more than 3,000 people take part in a city-wide consultation on the future of Glasgow Libraries; aiming to ensure that the library network continues to serve its residents for years to come, while future-proofing the service against new challenges faced due to both rapid advancements in digital technology and changing customer needs. The launch of the **Vision for Glasgow Libraries** has already brought significant benefits to library users.

With one in three households across the city – over 86,000 homes – still without fixed broadband internet, free public access Wi-Fi in our libraries was one of the first recommendations from the Vision for Glasgow Libraries' action plan to be implemented across the city. Now available in all 33 of the city's libraries, the free Wi-Fi provision complements the existing provision in the city's 30 community venues and public halls.

The recommendations will set out Glasgow Libraries five-year commitment to ensure our libraries continue to be: **"amazing places to read, learn and discover – the trusted guide at the heart of our communities"** for years to come.

Book borrowing remains integral to the libraries offer with performance remaining strong throughout 2015-16. 2.2 million books were issued across the city and issue of books aimed at younger readers rose to their highest level since 2012, with over 600,000 issues, 6% ahead of 2014-15.

September 2015 saw the launch of the **Every Child a Library Member** pilot project. Delivered in partnership with the City Registrars the campaign aimed to sign-up newborns and their families to Glasgow Libraries by issuing 'My First Library Card' application forms when registering the birth.

Since the launch, 75% of all newborn babies registered within the Glasgow City Council boundary have signed up for baby's first library card, opening up the many benefits of library membership to the newest Glaswegians. By the end of March 2016, 2,601 new-borns had signed up to Glasgow



Libraries with an additional 200 siblings also receiving their first library card.

“It’s great that babies can sign up for a library card. Reading is so important – it gets you on in life. I’d read all the time if I could and I think my husband will be really involved with reading to the triplets – he always gets the fun jobs!”

Service User, Drumchapel Library

Designed to give children the best start in life the **Future Families** programme works to improve children’s literacy, numeracy and communication skills. Bounce & Rhyme, our most popular programme, increased participation by almost 4% on 2014-15 figures, to over 45,000 attendances at 1,600 sessions.

The **Tesco Bank Summer Reading Challenge Scotland**, an important part of Glasgow Libraries Reader Development calendar, uses exciting, fun activities to encourage 5-12 year olds to read for pleasure during the summer holidays, a time when children’s literacy skills can dip.

2015-16’s Record Breakers themed Challenge saw over 3,000 children and young people take part, representing a 33% increase on the previous year.

The School Library Service continues to offer children the opportunity to participate in reading, engage with our collections and with digital and learning content in our 29 school libraries. In 2015-16 there were over 600,000 visits with 160,000 book issues to the 13,000 school library members.

The School Library outreach team delivered 28,000 individual items to schools including story sacks, big books, costumes and artefacts to support the Curriculum for Excellence.

Books to Go Outreach delivers books to audiences who are unable to attend their local library and interact with our services in a traditional way, whether due to work patterns, health or disability. Through this scheme, nearly 200,000 items were issued and delivered to nurseries, residential homes, community centres and workplaces.

Including a past winner of the *Great British Bake Off*, a former Governor of the Bank of England, a *Master Chef* judge and a *Blue Peter* presenter – Glasgow’s annual book festivals **Aye Write!** and **Wee Write!** returned in March 2016.

Wee Write! Glasgow’s Book Festival for Children & Young People delivered 112 events, with 12,278 attendances across the festival programme, representing a 50% increase on 2015’s event.

This year’s festival also saw the launch of the Wee Write Reading and Literacy Fund. Set-up to support children from all areas of the city to explore the power of books and develop their imagination. The fund has already raised 50% of the income target since February 2016, to support a city-wide outreach programme of Wee Write! author visits and workshops for Glasgow’s youngest residents

Aye Write! Glasgow’s Book Festival staged 160 events and saw 13,424 attendances across the festival, 12% ahead of 2015.

A community ticketing offer was introduced for the first time in 2016, engaging audiences



from some of the most deprived areas of the city, who do not traditionally engage with the festival. 410 Wee Write! and Aye Write! tickets were gifted to individuals and families across Glasgow.

This year also saw our largest audiences yet across the **Aye Write! Community Learning programme**, which included creative writing workshops and adult literacy sessions. Over 430 people from English for Speakers of Other Languages (ESOL) and adult literacy groups across the city came together at The Mitchell Library to celebrate their writing achievements and mark the learning journeys they had made.

And more than 10,000 school pupils booked in to The Mitchell and Parkhead libraries throughout Wee Write! week to take part in free author workshops and story-time sessions.

Aye Write! and Wee Write! festivals were made possible thanks to our volunteering network. 42 volunteers supported the Aye Write! and Wee Write! festivals, donating nearly 900 hours across the two festivals.

Across Glasgow Libraries our army of **volunteers** help us to deliver services that really do change lives. In 2015-16, over 3,000 hours were donated by volunteers to Glasgow Libraries.

Feedback included:

"I love doing this! People can feel so nervous turning up to this kind of thing – it's nice to be able to make them feel at home. I'd love to do it again."

"Hugely rewarding, I would encourage others to get involved with it in the future."

Our **digital offer** continues to grow with 60,000 issues recorded across the eReading and eAudio offer, 25% ahead of 2014-15. The Zinio eMagazine service remains the most popular area of the digital offer, with 31,000 issues across a wide range of magazines including leading titles such as Hello and GQ.

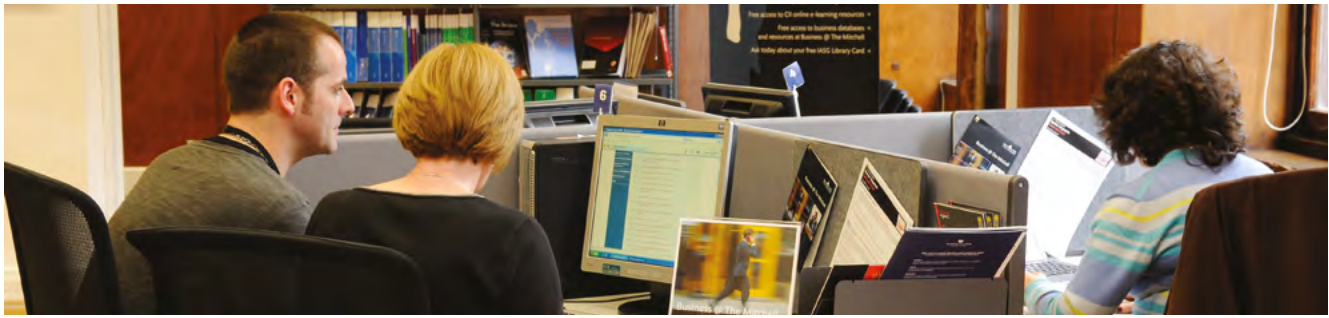
The **Glasgow Libraries App** has seen usage figures steadily increase since its implementation. The 66,000 launches in 2015-16 represents its highest usage with over 30% more launches than 2014-15.

2015-16 saw Glasgow Libraries become the first library service in the UK to have a **Coder-in-Residence**, offering fun and exciting computer coding classes to nurture creativity and encourage young people to explore the potential education and employment opportunities available to them within the technology industry. More than 340 people have engaged with the coding clubs since they were launched in October 2015.

Nearly 900,000 users took advantage of Glasgow Libraries over 600 refreshed PCs in 2015; using the service to complete routine and life-changing activities, from shopping online and printing boarding-passes to searching for jobs and applying for college.

Digital learning classes, delivered at all 33 libraries across the city, offer a popular insight into the benefits of using a computer, with almost 9,000 attendances recorded since April 2015.

"I had been put down a lot in the past and left school without any qualifications, but these classes have given me the confidence to go back to college to gain the



qualifications I need to find the job I want. The computer classes have given me a second chance in life."

Service User, Cardonald Library

Sometimes people need dedicated one-to-one support to encourage them to try something new and step outside of their comfort zone, and that's why we also launched the Digi-PALS programme. The volunteer-led service helped Glaswegians with more than 1800 digital queries in 2015-16.

In 2015-16 **Business @ The Mitchell** helped local businesses to thrive by hosting 34 workshops and worked in partnership with the Business Gateway with a further 16 workshops at the Lighthouse – all aimed at providing advice and support to entrepreneurs to grow their business.

In many cases, we're helping to get businesses off the ground. Last year, 56% of those attending workshops were self-employed and 50% of all attendees were interested in starting a new business. A number of sessions were also offered to advise on specialist areas such as Intellectual Property Rights.

"I've used Business @ The Mitchell for about four years, since we set up the business. I think financially and in terms of marketing and business planning the service offers a huge benefit to business owners."

Business @ The Mitchell service user

2015-16 saw the introduction of six new **Money Advice points** in the city's libraries, bringing the total number of co-located citizen's advice services to 11, including the relocation of Possilpark's Citizens Advice Bureau to a dedicated pod in Possilpark Library.

Almost 600 people took advantage of the free hour-long one-to-one sessions during 2015-16 this resulted in a combined sum of £746,305 in financial improvements for some of Glasgow's most vulnerable citizens.

The **Macmillan @ Glasgow Libraries** Programme continues to go from strength to strength, offering access to health information and support in a unique, ambitious and innovative way.

Launched in 2012, this pioneering partnership between Glasgow Life and Macmillan Cancer Support, the first of its kind in the UK, operates 34 cancer support and information services across Glasgow, including one in each of our 33 libraries.

The volunteer-led, community based programme has delivered cancer support and information to over 2,260 affected by cancer throughout 2015-16, up 4% on the previous year. More than 100 volunteers donated 7,000 hours of their time to provide practical and emotional support to people across Glasgow during 2015-16.

Working with key partners, such as Cancer Support Scotland, 2015-16 also saw the service deliver more than 650 complementary therapies, 1,000 counselling sessions and 600 referrals to other local and national support services.



“To cheer me up a bit, my husband took me to the café at our local library in Easterhouse. That’s where we saw a stand with Macmillan information. Before I knew it, I was sitting in a quiet corner, pouring my heart out. Since then, whenever I’ve had questions or worries, they’ve been

there to put my mind at rest and give me the information and support I’ve needed. I never thought that a library, a kettle and comfy sofa would play such a vital part in my cancer treatment, but they have.”

Service User, Easterhouse

The Library saved my life

Darren, who took part in the Vision for Glasgow Libraries public consultation, highlighted the importance of a strong, city-wide library service.

Aged 36, Darren had been homeless and unemployed for a number of years, and suffered from drink and drug addictions: **“After living on the streets I was re-housed on the outskirts of the Gorbals, and suddenly became acutely aware of how terrified I was of being alone in my own place. I needed to get out. I needed a reason not to sit at home and drink all day. I needed a purpose in life.”**

Darren’s purpose came in the form of his local library, and the Glasgow Life staff who welcomed him in. Darren said. **“I was isolated from the community. I was lost. When I first came to the library I found it very daunting, it’s a big space and when I walked in the door I didn’t know if I fitted in or not – but the staff were very welcoming.”**

“I now use my library every day for absolutely everything, whether it’s to borrow a book, talk to people from the local area or take part in classes. I feel like I’ve retrained my brain to understand how to learn and read properly again – it’s been tough, but I’m getting there,” he said.

“If it wasn’t for the library, who knows where I’d be. The library saved my life.”





Glasgow Communities

Nearly 1.4 million attendances at Community Facilities. Glasgow Communities has 26 community centres across the city and we create opportunities for the people of Glasgow to participate in a range of cultural and sports activities on their doorstep, whilst supporting their learning aspirations.

2015-16 represented the highest number of recorded visits to our community facilities to date and the largest number of lets at 52,000.

Free Wi-Fi was installed in all 26 Community Facilities and four Public Halls during 2014-15 and continues to be positively received, with 21,000 sessions taking place in 2015-16 across the Community Facilities.

Partnership working remains integral to Glasgow Communities strategic vision. Working with partners across the city, 2015-16 saw the development of a new **Community Learning and Development Plan** for the city, devised to place learners and communities at the heart of service provision.

We would like to thank our partners from NHS; Greater Glasgow & Clyde, Skills Development Scotland, Jobs and Business Glasgow, Glasgow Criminal Justice Authority, Volunteer Centre Glasgow, Glasgow City Council, Glasgow Council for Voluntary Service, Glasgow Colleges Group and the Third Sector Forum for working with Glasgow Communities to develop this innovative, city-wide approach to learning.

Young Glasgow

Work with young people across the city continues to be a major focus for Glasgow Life services, with Glasgow Communities at the forefront of delivery for children and young people.

In 2015-16, Glasgow Communities delivered a wide range of activities and programmes which engaged over 12,500 young people across the city helping them to develop their skills, abilities and creativity whilst also helping to improve their confidence.

Over 64,000 attendances were recorded for young people taking part in a range of programmes and activities.

In June 2015 the **Glasgow Play Get Together** network supported Glasgow Communities, in partnership with Glasgow City Council Land and Environmental Services to co-ordinate six road closure events as part of Play Scotland's Play on the Longest Day campaign. Play on Pedals and the Glasgow City Council Road Safety Team provided cycle workshops at a number of these events.

In November 2015, more than 1,000 people gathered at the Glasgow Royal Concert Hall to celebrate the achievements of our Glasgow **Duke of Edinburgh Award Scheme** participants. Almost 500 young people received their completion certificates across the three award levels. They were supported on the evening by teachers, group leaders, volunteers and family to help round off another excellent year in the partnership approach between Glasgow City Council Education Services and Glasgow Life.



In addition to the Duke of Edinburgh Awards Scheme, Glasgow Communities delivered a further 87 accredited programmes to young people throughout the city. These programmes included the Youth Achievement Award Scheme, Dynamic Youth Award, John Muir Award and the Prince's Trust XL programme. More than 1,000 young people took part in these programmes and achieved awards across the city.

Glasgow Communities also delivers school-based initiatives across the city to support intervention and personal development for young people who have been identified as experiencing emotional or behavioural difficulties.

"I didn't know what to expect but once I got into it, I really enjoyed it. I enjoyed the drugs and alcohol workshops the best as it was a subject that my peers were all talking about and it was good to get more knowledge on this issue. It showed me how to control my anger."

Pupil, MIDAS project

January 2016 saw Young Glasgow trial a new online process for **Glasgow Kidz Card** applications, to simplify the application process and encourage more young people aged 5-11 to engage with the service. In the three months since launch, over 1,000 applications have been received online, with customers praising the simplicity of the service. There are now more than 38,000 Glasgow Kidz Card holders aged 5-11 across the city, and over 35,000 Glasgow Young Scot Card holders aged 12-18.

Adult Learning

In 2015-16, Glasgow Communities worked with a wide range of partners to deliver over 230 adult learning programmes to 3,700 adults with over 34,000 attendances.

Adult Literacy and Numeracy (ALN)

Glasgow Communities organise community based literacy and numeracy support in local venues throughout Glasgow. The learning programme is based on what the learners want to learn using everyday materials and resources. Literacy and numeracy support is tutored in small groups of no more than six people, and trained volunteers are available at some of the venues to support individual learners. 2015-16 saw 12,500 hours of Adult Literacy and Numeracy support delivered to over 400 learners.

Every Page is Clear (EPIC) literacies at

Partick Library began with an eight week pilot programme in May 2015, funded by Dyslexia Action. Partick Library established an EPIC section to support people with a learning difficulty to reach their potential in an informal community setting.

In 2015-16 a total of 1,500 participants attended the 67 **English for Speakers of Other Languages (ESOL)** courses running throughout the city. The courses benefitted participants from a number of different countries including asylum seekers, students, those new to our city and long term residents with each course tailored to the needs of the participants themselves.

As with all areas of Glasgow Life, Glasgow Communities offer is strengthened and supported by the fantastic contribution of the members of the public who offer their time

to programmes as volunteers. Throughout 2015-16, Glasgow Communities provided a range of volunteering opportunities across the city with over 7,300 volunteer hours recorded across a number of activities, including:

- Supporting the local community centres through volunteering on management committees
- Helping adult literacy and numeracy learners who attend ALN programmes
- Supporting adults learn English through our ESOL programmes
- Assisting young learners to achieve accredited awards or helping within homework clubs
- Volunteering in the community festivals organised through Area Legacy Engagement Groups

Feedback included:

“The experience I have gained has helped me gain employment with an after school care provision.”

“I have volunteered here for a number of years and love the experience, young people and staff.”

ESOL

Dalal fled the war in Syria with her husband to seek asylum in the UK. She was initially housed in the Red Road Flats and said she felt very isolated. She was only able to say ‘hi’ and ‘bye’ in English until another woman in the flats told her about the International Women’s ESOL group. Dalal has been attending the ESOL Group for four years and her language skills have greatly improved, changing her life.

Dalal says:

“I have met a lot of women through this group. At first it was very difficult but now I like my life. I can say hello to women in the street and I have made friends. Now I’m good at speaking in the shops and talking to my daughter’s teacher. My English is better and I am now going to college two days per week”.

Adult Literacy and Numeracy at Balgrayhill Community Centre

Balgrayhill’s Tuesday Adult Literacy and Numeracy group is an open programme for adults who need extra support with their reading, writing or number work. The group meets for two hours every week and has one tutor who supports learners to work out their individual learning plan, building a programme appropriate to the learner’s needs.

Mary has had difficulty with both reading and writing and found out about the group through her Health Support Worker. She has been attending the Balgrayhill group for six months.

Mary says: **“I find reading and writing really difficult. My man has to fill in forms for me, or I’d go to welfare rights for housing forms. When I’d get buses I sometimes didn’t know which one to get or where to get off because I can’t read the signs.**

With the help of the Adult Literacy and Numeracy group, Mary is making real progress.

“I’m getting there. I’m pleased. I know a wee bit more now. I feel good coming here because there’s someone who can help me put my words together. I wondered what I was in for at first but felt like I got help right away from Dave. I wrote something for Aye Write and I’ve never written that much before, and I can spell some new words on my own!”





Glasgow Sport

“Even better than the Olympic Games...” that was the verdict of International Gymnastics Federation (FIG) President, Professor Bruno Grandi, after the Glasgow 2015 World Gymnastics Championships. Our international sporting reputation has never been higher as we continue to build on the success of what is universally regarded as the best ever Commonwealth Games in 2014.

As well as the World Gymnastics Championships Glasgow delivered the 2015 International Paralympic Committee (IPC) Swimming World Championships. During 2015-16 we also played host to the European Judo Open, Scottish Open Grand Prix Badminton Championships, the FIG Gymnastics World Cup and the Glasgow Indoor Grand Prix.

This coming year is shaping up to be every bit as successful with the British Swimming Championships (Rio 2016 Olympic Trials), British Para-Swimming International Meet (Rio 2016 Paralympic Trials), UCI Track Cycling World Cup and Tour of Britain Grand Depart all taking place in the city.

Glasgow is also preparing to host the TOTAL BWF Badminton World Championships in 2017, the inaugural European Championships in 2018 in partnership with Berlin and the 2019 European Athletics Indoor Championships.

World Gymnastics Championships

Glasgow's World Gymnastics Championships at the SSE Hydro attracted a record 594

gymnasts from 87 nations. Ticket sales reached 55,413 – more than the previous World Championships in London and Tokyo and the artistic gymnastics at the Glasgow 2014 Commonwealth Games. Attendances at the event were close to 80,000 when international delegations, sponsors, media and partners were included. Sponsorship income of £1.5 million was raised including value in kind support.

The World Championships enjoyed its first ever sold-out qualification session as spectators packed in to see the event presented like it had never been before with an 'in-the-round' field of play and a 20-metre LED screen taking centre stage. And they weren't disappointed as Max Whitlock became Britain's first ever world champion and our men and women secured qualification for the Rio 2016 Olympic Games. The event delivered an economic impact of £4.9 million for Glasgow and £4.4 million for Scotland.

IPC Swimming World Championships

Taking place exactly one year after the Commonwealth Games, the 2015 IPC Swimming World Championships brought Tollcross International Swimming Centre to life once again. An incredible 38 new world records were set at the event which was the most televised in the sport's history with a record 16 broadcasters from eight countries providing live coverage, highlights packages and online content. A total of 122 journalists, non-rights holders and photographers also attended the Championships.

Research indicated that 89% of the 3,882 spectators at Tollcross International Swimming Centre were willing to recommend the spectator experience to their friends and



family, while 63% of those questioned stated that they felt inspired to increase their own participation in sport and active recreation as a result of attending the event. The survey also found that 75% of spectators at the Championships rated the information on accessible facilities at the venue as either very good or good. The event also generated an economic impact of £1.5 million for Glasgow and £1.5 million for Scotland.

Davis Cup

Great Britain's victorious run to their historic Davis Cup final win over Belgium started and ended in Glasgow. In the first round Andy Murray inspired the home side to a 3-2 victory over USA at the Emirates Arena while in the semi-final against Australia the British number one joined his brother Jamie to help see off Australia in a 3-1 victory. Around 49,500 fans packed into the venue over six days of world-class action helping create an atmosphere that was described by Andy Murray as the **"best he had ever played in."**

These events along with Glasgow City Council's continued investment in world-class sports facilities as part of a citywide £1 billion investment in infrastructure have helped secure Glasgow's top 10 position in the SportBusiness Ultimate Sports City Awards – the longest established and globally recognised rankings of the world's top sports hosts.

Britain's Mo Farah secured his first victory of the year in the 3,000m at the newly revamped **Glasgow Indoor Grand Prix** – the world's number one indoor athletics event – which was held at the Emirates Arena for the first time. The double world and Olympic distance champion finished ahead of Kenyan Augustine Choge in front of a capacity crowd

of 4,200 spectators. The event was broadcast live on BBC and will return to the Emirates Arena in 2018 and 2020.

More than 5,100 spectators packed into the Emirates Arena for the **Glasgow World Cup Gymnastics** to watch the world's top male and female gymnasts in action. Britain's Max Whitlock and America's MyKayla Skinner took home gold while 700 Glasgow school children took part in a GymFest event giving them the chance to perform in the competition venue.

Revolution Series track cycling returned to the Sir Chris Hoy Velodrome. Olympic Champions Geraint Thomas and Laura Trott led a stellar line up of riders at the event, which was enjoyed by close to 7,000 spectators over two sessions. Commonwealth Games stars Andy Tennant and Katie Archibald were also in action. It was the fourth time that the Revolution Series has taken centre stage in Glasgow.

The 2015 **Scottish Open Badminton Grand Prix** attracted crowds of 6,500 over five days of competition, to witness 300 players from 37 countries compete at the Emirates Arena. Additionally, 3,000 schoolchildren were given the opportunity to benefit from Badminton Scotland's best coaches during the Play Badminton Festivals.

The **European Judo Open** returned to the Emirates Arena for the third time in 2015, with 1,600 fans watching Europe's top male judoka in action. A partnership between British Judo and Young Glasgow saw 300 free tickets allocated to young families in the city as part of a legacy initiative.



The **Bank of Scotland Great Scottish Run** remains Scotland's largest mass participation sports event. Over two days in October 2015, some 23,500 runners took part in either the half marathon or 10k race, passing iconic city landmarks. Entrants for this year's race came from across the world including Spain, Canada and Brazil. The IAAF Gold Standard event attracted a record-breaking 32,100 participants across the half marathon (12,744), 10k (10,870), junior event (4,986), and the school's event (3,500).

For the first time at any Great Run event over 50% of the runners in the 10k were female. The main event enjoyed extensive live BBC television coverage. As part of the strategic outcome to reduce barriers to participation at all events and improving equality and accessibility over 300 free entries were issued via our Communities teams to 14 local groups to encourage and enable new participation in the event.

The **Morrison's Great Women's 10K** took place on the 17th of May in and around Pollok Park on Glasgow's Southside. The UK's largest female-only running event brought together women of all ages and sporting abilities to run, jog or walk the 6.2 mile course. The event attracted a total of 6,845 participants. As well as having a great time and keeping fit, many participants raised money for charitable causes.

The **Emirates Airline Rugby 7s** returned to Scotstoun Stadium, home of Glasgow Warriors on the 9th and 10th May 2015 for the eighth round of the HSBC Sevens World Series. Dubbed as 'rugby's biggest party', the Emirates Airline Rugby 7s witnessed a sell-out crowd of 20,000 take to Scotstoun stadium for a weekend of rugby. Featuring a total of

16 international teams, Glasgow joins the Gold Coast, Dubai, Port Elizabeth, Wellington, Las Vegas, Hong Kong, Tokyo and London in hosting the competition between 2012 and 2015.

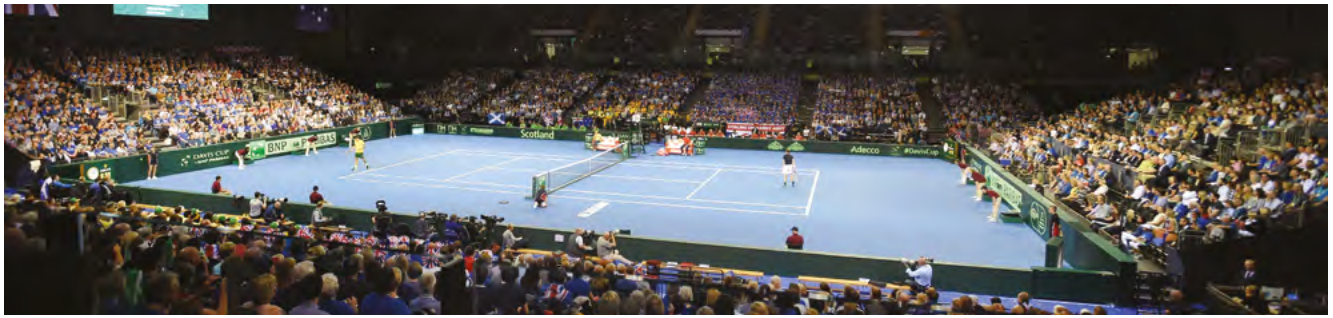
Participation and legacy

The day after Glasgow won the race to host the 2014 Commonwealth Games, work started to ensure the city delivered a lasting legacy for future generations. In the years that followed the announcement, Glasgow Sport has been at the heart of programmes that have helped increase participation levels.

Glasgow Club Fitness Unlimited (direct debit) membership levels ended the year at a record high of 41,562 – an increase of 2.4% compared to the same time last year (40,596). Glasgow Club Pay As You Go membership is 21,604. Attendances at the city's sports facilities also topped 6 million for the fourth successive year (6,171,652).

Glasgow Sport also continued to operate the largest free sports programme anywhere in the country as part of the city's continued commitment to address health inequality, help people on lower incomes and deliver a legacy from major sporting events. 2015-16 highlights:

- 217,625 free swim entitlements were taken up – 102,959 young people and 114,666 adults aged 60+.
- Attendances at free tennis programmes hit an all-time high of 77,283, up from 34,319 the previous year (125%) thanks to the city's multi-million investment in new and improved courts in the city's parks.
- A 64% increase in attendance at free bowls with 49,142 across the year,



compared to 29,932 during 2014-15. This included significant rises in the under 18s and over 60s age categories.

- The number of attendances at the free five-a-side football happy hour also increased dramatically from 1,320 last year to 6,140 – a rise of 365%. The increase comes after Glasgow Sport extended the happy hour from 4-5pm to 2-5pm, Monday to Friday. The Emirates Arena also operates free sessions on a Friday evening.

Sports participation levels across the city continued to grow in 2015-16 with attendances at Glasgow Sport’s sports development programmes currently standing at 817,750, up from 731,138 last year (12% increase in participation). Among the many successes recorded during the year was the Schools’ Rugby Programme, which delivered 1,102 sessions in 85 primary and secondary schools. Attendances at these sessions hit 21,481 as we create more opportunities for young people to play rugby.

Participation levels at gymnastics clubs and development programmes in Glasgow have also increased dramatically over the past year as the city continues to reap the benefits of hosting the 2015 FIG World Gymnastics Championships. Attendances at Glasgow Life’s gymnastics pathways programmes have risen from 75,251 in 2014/15 to 86,206 in 2015-16 – a 15% increase. Over the same period attendances at the city’s seven gymnastics clubs have increased from 14,321 to 18,303 – up 28%.

Glasgow Sport, Glasgow City Education Services and sportscotland continue to work in partnership to develop an integrated and strategic approach to make sure that

physical education and activity become a natural part of the daily routine for Glasgow’s families. Thanks to this approach 1,048 school club links have been created, developing a pathway for young people to excel in sport. Glasgow Sport is also working with 848 clubs that have a junior section as we continue to support clubs to develop sporting opportunities.

Glasgow Sport’s commitment to increasing participation is shown through its strong work with sports clubs across the city. In recent years there has been a remarkable rise in the number of junior members, coaches and volunteers who are not active with local sports clubs. This dates back to 2009 when the city started monitoring legacy outcomes related to the Glasgow 2014 Commonwealth Games.

Junior members of sports clubs
2009 4,480 **2016** 20,879 **Increase** 367%

Volunteers engaged with sports clubs
2009 2,139 **2016** 4,490 **Increase** 110%

Coaches engaged with sports clubs
2009 2,351 **2016** 4,577 **Increase** 95%

Membership of the Glasgow Club
2009 21,181 **2016** 41,562 **Increase** 96%

Volunteer programmes

At the heart of Glasgow Sport’s commitment to creating new sporting opportunities are the various volunteer programmes that we deliver and support. As a result the number of volunteers working with clubs is at a record high of 4,490. Volunteers play a crucial role in the sports industry and without the dedication, enthusiasm and hard work of volunteers our local sports clubs and community programmes would be unable to run.



To capture the increased interest in volunteering Glasgow Sport has implemented a volunteer recruitment and development system, the **Glasgow Sport Volunteer Bureau (GSVB)** which provides a simple and effective mechanism for volunteers to sign up and view volunteering opportunities across the city.

The system provides a platform for organisations that offer volunteer opportunities to display these opportunities to volunteers who are signed up to the system. Glasgow Sport annually supports and deploys in excess of 4,490 volunteers actively involved in not only sport clubs, schools, and community, but also local, national and international events across the city. Since its launch in December 2014 there has been 1,763 volunteers and 80 providers registered on the Bureau. Last year alone volunteers completed 4,090 hours of activity through GSVB.

The **Coach Core** employability and training programme operated by Glasgow Sport in partnership with The Royal Foundation of The Duke and Duchess of Cambridge and Prince Harry continues to change the lives of participants. The year-long programme provides young people aged between 16 and 21 with a wide range of skills that enables them to deliver sports coaching and events, creating a pathway into long-term community leadership and also potential employment.

During the recruitment process 30 applicants completed an SQA Certificate in Work Readiness, with 20 completing the full Coach Core programme. As part of the course they worked a 30-hour a week contract, 15 hours of which was with sports clubs, at events and in schools. The other 10 applicants were

given continued support including a work placement in a Glasgow Life sports venue.

The **Volunteer Improvement Programme (VIP)** is a year-long programme which targets people in Glasgow who have shown a particular enthusiasm for volunteering within sport.

As part of VIP, coaches are invited to attend a minimum of 8 free group workshops on identified 'hot topics' of interest to participants. The bespoke workshop series is tailored to meet the needs of the participants each year. A dedicated Sports Development Officer is allocated to each participant to provide mentoring and guidance in designing a personalised volunteer action plan.

The **Excel in Coaching Programme** was established to provide the training and support necessary to ensure that outstanding volunteer coaches are available at all levels within every sports club across the city. Participants are encouraged to engage with the process of being 'the best coach they can be', whether coaching at an introduction or performance level.

Excel aims to support all coaches at all levels through individual and group learning. Now in its fourth year, Excel in Coaching has delivered 47 workshops to 89 coaches since its inception, 15 over the last year. To date 28 volunteer coaches have been supported to travel almost 70,000 miles across the world over the last four years in pursuit of improving their coaching knowledge.

The **Glasgow Sport Young Leaders** programme engages young people aged 14-18 who have shown a commitment to sport and volunteering. It aims to develop and advance their organisation, motivation



and communication skills, whilst focusing on positive role models in sport and developing leadership qualities.

Since its launch 260 people have now gone through the programme since its inception. Participants attend a minimum of 6 free group training modules throughout the year, which are delivered by leading experts from the sports industry. A self-evaluation report found that 100% of Young Leaders felt increased confidence as a result of taking part in the programme.

Health and wellbeing and performance

The Good Move programme continues to work with people across Glasgow who are experiencing or are at risk of poor health associated with inactivity, and support and motivate them to live more active lives. The Active Health Team has developed an innovative series of programmes specifically designed for people who are inactive.

Active Health programmes include: Live Active (build confidence), Move More (living with and beyond cancer), Revitalise (easy exercise, dance or art classes), Thrive (girls aged from 12-18), Walking (getting out and meeting new people), Walking Football (males 55+) and Wee Play (families with children aged 2 to 5).

Those attending the programmes have reported significant improvements in their physical ability as well as the confidence. The programmes have also helped reduce feelings of isolation for those taking part. There were 131,789 attendances across all programmes during 2015-16.

Glasgow Sport continues to work with the **Black, Asian and Minority Ethnic (BAME)** community to develop new sporting opportunities through a number of partnerships. A number of BAME clubs are now using the Club Finder while Glasgow Afghan United achieved Club Mark status. SEMSA are also actively using the GSVB for their programmes.

As part of this approach Glasgow Sport developed a Learn to Swim programme for young people from a BAME background. In line with our aspiration to mainstream provision, the girls-only sessions from St Bride's Primary School and Holyrood Secondary School were transferred to Glasgow Club North Woodside, with a boys only session from Govan High School integrated into the Glasgow Sport Learn to Swim programme.

In addition, Glasgow Sport have successfully developed a recreation swim programme for women only on Saturday afternoons and Tuesday evenings at Glasgow Club North Woodside, helping develop positive pathways from targeted provision to mainstream services.

We are equally committed to providing a variety of opportunities to children and adults across the city who have a physical, learning or sensory disability. Our aim is to work with local communities and partners to deliver sports and physical activities to enable them to become active, learn new skills and have fun.

The **Disability Sport** Team delivers more than 50 weekly sessions for children and young people aged between 5 and 18. Activities provided include football, basketball and multi-sport sessions. There were 6,271 attendances on the Free Learn to Swim



programme for pupils from Additional Support Needs schools during the last year.

The Disability Adult programme provides a range of activities and opportunities to on average 150 people each week. These include 1:1 disability swimming sessions and 1:1 disability gym sessions.

The Disability Sport team continued its support of the Scotstoun Sports Hub, helping establish the Scottish Women's Wheelchair Warriors Basketball Club. The club has secured funding from a variety of sources to buy specialised equipment and now operates weekly sessions attracting around 30 participants. The Victoria Park City of Glasgow Disability section has also expanded with several of its members now competing at a national level. Meanwhile members of Knightswood Disability Golf Club are hoping to compete at the Special Olympics in 2017.

Glasgow Sport has been working in partnership with **LEAP Sports Scotland** to assist with the provision of swimming sessions for the transgender community. Monthly sessions now operate at the Glasgow Club Whitehill Pool where staff have been trained around transgender awareness. The club is proving popular with 20 members now regularly attending and we will continue to work with them to increase participation opportunities.

While working to increase participation and physical activity at a grassroots and community level we are also supporting the development of the next generation of young sports stars through our various performance programmes. At the heart of this approach is **Glasgow School of Sport** – Scotland's only school dedicated to sporting excellence.

Former School of Sport pupil Kirsty Gilmour continued her sensational form in 2015 winning a host of titles including the 2015 Scottish Open Grand Prix. Kirsty is set to travel to the Rio 2016 Olympic Games, becoming the school's second Olympian, following the footsteps of swimmer Michael Jamieson.

The Glasgow School of Sport badminton programme continues to lead the way with over 50% of Scottish junior players selected from the programme. For the first time in Glasgow School of Sport history, medals were achieved at the European Junior Championships with Joshua Apiliga and Adam Pringle securing bronze in the under-15 Boys Doubles and Christopher Grimley winning bronze in under-17 Boys Singles.

City of Glasgow Swim Team won 52 medals (21 gold, 14 silver and 17 bronze) at the 2016 Scottish Age Group Championships, capping a memorable year for the Tollcross based team. Camilla Hattersley, who was one of the stars of the event, has since secured her place at the Rio 2016 Olympic Games just two years after she starred at the Glasgow Commonwealth Games. Former swim team member Robbie Renwick is also heading to the Rio Olympics.

It has been another fantastic year for **City of Glasgow Gymnastics Club** who took home 5 gold, 10 silver and 11 bronze medals at the 2015 Scottish Artistic Gymnastics Championships. Former Glasgow School of Sport pupil Cara Kennedy led the medal charge being crowned Women's All Around champion. Five City of Glasgow disability gymnasts also won medals at the 2015 Special Olympics World Games in Los Angeles including Georgia Carslaw, who took home three gold, one silver and one bronze medal.

Breeze Cycling

Rachel Cargill is one of the hundreds of women in Glasgow who have been given a renewed sense of confidence when it comes to riding a bike and keeping fit thanks to the Breeze cycling campaign. Breeze is the biggest programme ever to get more women into riding bikes for fun.

The Glasgow programme is delivered by Glasgow Sport and British Cycling and is already achieving fantastic results across the city. Over the last year alone 178 women have taken part in Breeze rides across Glasgow, with 14 cycle leaders, or Breeze Champions as they are known, trained thanks to the partnership.

Breeze is also supported by Free Wheel North – a cycling development charity in Glasgow that work towards creating a fairer, healthier society by enabling more people of all ages and abilities to walk and cycle as part of their everyday life. They have helped create opportunities for hundreds of women across the city including Rachel.

Rachel said: **“I was really nervous about going along to the Breeze ride for the first time. I have been surprised and delighted at the sense of achievement the rides have given me. I am regularly cycling five miles each Thursday with Breeze and the Champions make it so easy to be part of. It’s a lovely relaxed but informative atmosphere where everybody is made to feel very welcome.**

“Having suffered from anxiety and depression for nearly 20 years now, I recognised that I needed to change something about my lifestyle before I hit 50. The sense of achievement I get when I’ve completed a route is amazing. The effect it has on my mood when I cycle regularly is remarkable.

“I wouldn’t have the confidence to do it on my own. Breeze gives me that opportunity to make a change to my health and maintain it. Now I’m planning on doing Pedal for Scotland in 2016. I now also enjoy cycling with my daughter.”



Inclusive Futures

Delivered in partnership between Glasgow Sport and the Youth Sport Trust, **Inclusive Futures**, seeks to increase participation in physical activity and promote positive attitudes towards people with a disability by empowering young people to volunteer at local and national events.

It provides volunteer and leadership opportunities for young people between 14 and 19 years of age and is open to both disabled and non-disabled participants. With an emphasis on inclusion, the project aims to unlock the potential of young people and enhance their employability skills. It continues to go from strength to strength, with 137 volunteers recruited since its inception.

Among the volunteers is Dylan Conti (19), who has been involved in several placements including the Glasgow Disability Sports swimming and multi-sport programme, Eagles Basketball and Clyde Football. In recognition of Dylan's hard work as a volunteer he recently won the 2016 National Youth Sports Trust Young Person of the Year Award.

He said: "I am looking forward to gaining more experience in various sports. The **Inclusive Futures** project has increased my confidence and gave me the push I needed to get active again. It really has been a fantastic experience for me."







Glasgow Events

There is something for everyone in Glasgow, with a year-long calendar of events which entertains audiences from all backgrounds and all communities. Glasgow Life's cultural events and festivals are the backbone of the wider cultural offer in the city. The event calendar is part of Glasgow City Council's strategy for a Vibrant City and contributes to the city's economic growth priority.

The Glasgow Events team is responsible for delivering the majority of the city's cultural and sporting events (as highlighted in our Glasgow Sport section). The team works in partnership with a number of organisations and agencies including Glasgow City Council, Glasgow City Marketing Bureau, EventScotland and sportscotland. The team also work alongside Scottish, UK and international sports governing bodies.

Glasgow Life is committed to bringing major events to the city. Glasgow's 2015-16 events calendar reflected an exceptionally strong series of annual international events at a time when Glasgow's international profile has never been higher. Based on its ongoing work with key agencies, its operational expertise and world-class venues, Glasgow Life tailors and targets events to achieve a range of strategic outcomes including:

- Deliver a range of world class, internationally recognised events including those within Glasgow Sports Events strategy.
- Work with Glasgow Arts to support their service outcomes via the delivery of major events.

- Work in conjunction with initiatives such as Transforming Glasgow to create and manage a long-term, financially sustainable events portfolio.
- Reduce barriers to participation at all events improving equality and accessibility and providing a range of volunteering opportunities throughout the year.

Attendances increased at the majority of Glasgow Events between 2014-15 and 2015-16 with several events reporting their best ever attendances. The team also supported delivery of one-off events of international significance, Turner Prize 2015 at Tramway and the 2015 World Gymnastics Championships at the SSE Hydro.

The summer Mela and the Merchant City Festival continue their wide range of initiatives to reach out to schools, young people, families and communities improving equality and accessibility and by designing accompanying educational and industry events to cater for families and engage with businesses. The city's winter festival, Glasgow Loves Christmas, featured Glasgow on Ice which operated for almost six weeks over an extremely wet Christmas period. In addition, over 60 individuals chose to volunteer with Glasgow Events and offered over 540 hours of their time.

Merchant City Festival

Now in its 14th year, the Merchant City Festival 2015 took place over nine activity-packed and fun filled days between Saturday 25 July and Sunday 2 August. With outdoor performances, live music, fashion and design, comedy, dance, family events, film, visual arts, markets and outstanding locally sourced produce as part of Scotland's Year of Food



and Drink, the Merchant City Festival truly had something for everyone. The Festival also featured the world premiere of *Fragile*, a new work by Motionhouse, Conflux, The Merchant City Festival and Gulbenkian and University of Kent which involved dancers interacting with three JCBs in a stunning outdoor performance. Internationally renowned designer Wayne Hemingway returned to this year's festival to discuss 'generous design' and its benefits for our communities. For the very young there was a Happy Feet dance-a-long and for devotees of Northern Soul, there was a chance to learn the steps before immersing yourself in Elaine Constantine's film charting the rise of youth culture which transformed the UK in the 1970s. The first anniversary of the Commonwealth Games was celebrated with two weekends of come and try sports sessions in George Square on 25 and 26 July and 1 and 2 August.

A total of 150,000 visitors attended the event over the nine days with a dedicated team of around 40 volunteers working on artist liaison, meeting and greeting and recycling as part of Glasgow's Year of Green 2015. An independent assessment of the event found all aspects of the Festival were very highly regarded, with ratings ranging from 92% (market stalls) to 94% (quality of the entertainment / events and overall experience). The most common origin for visitors was from Glasgow (53.5%) followed by Metropolitan Glasgow (25.8%) and overseas (10.6%). The assessment also outlined a benefit of over £1 million to the City. The Merchant City Festival is supported by Glasgow City Marketing Bureau, Creative Scotland and in 2015, Scotland's Year of Food and Drink.

Glasgow Mela

In 2015, Glasgow Mela celebrated its 25th birthday with an extra special celebration of the city's incredibly rich and diverse communities. The event was expanded with the creation of Mela on Your Doorstep which took place in Barmulloch Community Centre and in Tramway. Audiences were invited to participate in a variety of activities including Bhangra and Bollywood dance, international cookery and storytelling. Glasgow Mela took place on Sunday 14 June in Kelvingrove Park, culminating in a vibrant showcase of contemporary, multicultural Scotland a range of activities, entertainment, arts, live music and the ever popular Mela Bazaar. Audiences enjoyed a programme of colourful performances, stalls and an incredible range of international food and drink all locally sourced in Scotland. The event recorded an estimated attendance of over 40,000, which includes the performances at Kelvingrove Bandstand.

World Pipe Band Championships

A total of 230 Pipe Bands brought around 8,000 pipers and drummers to Glasgow Green to compete at the World Pipe Band Championships. In total, 16 nations were represented at The Worlds, as they are affectionately known, including bands from Austria and Malaysia for the first time. Bands from Northern Ireland, Republic of Ireland, Canada, England, Oman, USA, New Zealand, Australia, Denmark, Switzerland, South Africa, Belgium, the Netherlands and Scotland also took part. Over 40,000 people attended the event over two days.

The event has been associated with Glasgow for over 60 years and has become firmly established in Glasgow's cultural events



calendar. As well as the opportunity to enjoy world-class performances, the World Pipe Band Championships hosted Highland Dancing competitions, a Highland Games, children's area, Scottish food and drinks village and Scottish traders.

Shotts and Dykehead Caledonia was crowned the World Pipe Band Champions for 2015. They fought off competition from St Laurence O'Toole who finished second and Inverary and District who were third. Shotts and Dykehead Caledonia are the first World Champions from Scotland since 2005.

BBC Proms in the Park

Proms in the Park marks the culmination of the BBC Proms season, as the nation comes together at venues across the UK to be part of the magic of the *Last Night of the Proms*. The Glasgow evening was hosted with typical aplomb by tenor and BBC Radio Scotland presenter Jamie MacDougall and the programme included performances by Glasgow UNESCO City of Music's Big Big Sing project featuring around 100 members of community choirs. There was a live big-screen link-up to the Royal Albert Hall for a family sing-along broadcast UK-wide as part of BBC One's UK coverage of the *Last Night of the Proms*. Scotland's *Proms in the Park* is staged by BBC Scotland with operational and event support from Glasgow Life. The event was broadcast live on BBC Two Scotland between 7.15pm and 8.30pm, and on the Red Button throughout the evening. The whole evening was live on BBC Radio Scotland and streamed online. Over 8,000 people attended the event with thousands more watching on TV.

Winter Events

More than 50,000 people watched the fireworks on Wednesday 4th November, with more watching live via STV Glasgow. The display featured up to 3,000 fireworks, set off in an incredible performance which lit up the skies above Glasgow. Glasgow Fireworks also featured a funfair, food and entertainment.

The Christmas Lights switch on event could not go ahead due to major concerns about the weather, heavy rain and storm force winds. However, the lights were switched on at an alternative indoor moment at the City Chambers which was broadcast live on STV Glasgow.

Due to the continued adverse windy and wet weather, Glasgow Loves St. Andrew's Day's Beat The Retreat activity scheduled for the City Centre was also forced to be cancelled, but the Scottish storytelling programme in various Glasgow community libraries was enjoyed by many and was a real success.

When the weather eased, on dry days, Glasgow on Ice reached its capacity at George Square with the majority of skate sessions selling out. Nearly 35,000 people bought tickets to skate. Particularly successful in 2015 was the upstairs bar area and viewing gallery which also offered free family activities in a cosy Christmas snug.





Glasgow Arts, Music and Cultural Venues

Our vision is to inspire Glasgow's citizens and visitors to lead richer and more active lives through cultural activities, to ensure all who live and work in the city have access to high quality arts and music experiences and participation opportunities, and to support Glasgow's iconic and productive cultural infrastructure of venues, organisations and festivals to continue to thrive.

We work to ensure that Glasgow remains one of the great cultural cities of Europe - celebrated locally, nationally and internationally, creating artistic and audience connections across sectors which leads and supports diverse and ambitious work of the very highest standards. What we do cements Glasgow's place as a world-leader in cultural production.

Glasgow Arts, Music and Cultural Venues service includes a portfolio of iconic venues in the city: Tramway, Glasgow Royal Concert Hall, City Halls and the Old Fruitmarket, and Kelvingrove Bandstand. The portfolio also includes The Mitchell Theatre, Coupar Institute, Langside, Partick Burgh and Woodside Halls.

Glasgow Arts and Music producers are responsible for curating and producing creative and cultural programmes across a range of art forms, including in-house delivery (Festivals, Community Touring, Venue-Based Programmes and Learning Programmes) alongside support for the independent arts sector in Glasgow through leadership, advocacy, grant-giving, professional development and the delivery of over 3,300 individual events.

The Arts, Music and Cultural Venues Service has gone from strength to strength, providing greater collaboration and balance between the different functions of the service: programme and festival development and delivery, with the city's independent arts sector, and commercial services for hire clients, tenants, promoters, and let holders. This can be demonstrated through the significant achievement of the service being awarded Customer Service Excellence in August 2015.

Attendances

Overall in 2015-16 the service achieved over 1.2 million attendances (including festivals) for the city with 50% (600,000) generated through the Glasgow Arts and Glasgow Music programmes and festivals and 50% generated through commercial venue hire activity.

The in-house arts and cultural festivals we programme are: Celtic Connections, which saw record ticketed attendances in 2016 of more than 124,000 and significant national and international media coverage with over 2.4 million viewers and listeners exposed to Celtic Connections coverage on the BBC across the UK, the biennial Glasgow International Festival of Visual Arts (GI), Merchant City Festival which delivered over 150,000 attendances across 9 days, Dance International Glasgow (DIG), Aye Write! (in collaboration with Glasgow Libraries) and Glasgow Mela with its highest attendance for a single day with over 40,000 attendances.

Hosting Dance International Glasgow and the Turner Prize 2015 supported Tramway to achieve its highest venue attendance on record with over 205,000 attendances recorded, as well as its highest attendance for the arts programmes, up 88% since 2008-09.



The major music venues host a range of activities managed by the venue hire team; this includes the Royal Scottish National Orchestra (RSNO) at the Glasgow Royal Concert Hall and The BBC Scottish Symphony Orchestra and Scottish Chamber Orchestra at City Halls. In addition the team are responsible for all commercial music and corporate hires across all of the above venues as well as the City's museums. Room bookings within the Royal Concert Hall totalled 593 and attracted 300,000 people and at City Halls room bookings totalled 701, attracting 102,000 people.

Public Halls achieved a total visitor attendance over 240,000 in 2015-16. These venues offer a range of rooms and halls in the heart of the community and can cater for anything from a small scale meeting to a large scale event.

Highlights from the Glasgow Arts & Glasgow Music Programme

As a legacy of the Commonwealth Games, Merchant City Festival 2015 remained at an expanded length of nine days building on experiences and successes of Festival 2014, including a world premier co-commission from Motionhouse.

The city continues to strengthen its position as a **UNESCO City of Music** with Glasgow Life being the custodians and the driving force behind the accolade. This year, Glasgow Music has once again delivered an outstanding programme of high-quality and diverse music events. From Beethoven to *The Big Big Sing*, *Minimal* to *Late Night Jazz*, we also delivered an anniversary concert to celebrate the 25th birthday of Glasgow Royal Concert Hall and a new collaboration, *Alchemy*, in conjunction with the Southbank

Centre in London. Big Music for Minis, our annual festival for families attracted fantastic audiences across all events at Glasgow Royal Concert Hall.

In 2015, Tramway also hosted the **Turner Prize**, in partnership with Tate, Creative Scotland, Event Scotland and Glasgow City Marketing Bureau. The exhibition was a resounding success – bringing record audiences to Tramway. Turner Prize built on Glasgow's international reputation as a home of contemporary visual art. Since 1996, no less than six artists associated with Glasgow have won the accolade, with another nine nominated for the prize. It also marked the first time the prize has been held in Scotland, building on the success of the *GENERATION* retrospective which was a highlight of the cultural programme for the Glasgow 2014 Commonwealth Games and the city's outstanding biennial, *Glasgow International*.

The Main Auditorium of the Glasgow Royal Concert Hall continued to attract international touring acts with sell out shows by Status Quo, Texas, Nick Cave, Toto, Idina Menzel, Gladys Knight, Bryan Ferry, Crosby, Stills and Nash, Nicola Benedetti, Squeeze, Runrig, Cliff Richard and Paul Carrick.

Other musical highlights included the Summer Nights Festival at **Kelvingrove Bandstand** where acts such as King Creosote, Glasvegas and Echo & The Bunnymen performed sell out shows to audiences of 2,300 per night. We have continued to build on the success of the Festival and have once again worked with Regular Music to deliver another packed programme of concerts at the venue in August 2016 which includes Tom Jones, Van Morrison, and Primal Scream, concerts that have already sold out.



Celtic Connections

In 2016, Celtic Connections once again continued to place Glasgow firmly on the map and had a record-breaking year, welcoming over 124,000 attendances to enjoy a spectacular array of artists and musicians invited to perform from all over the world. In total, around 2,500 artists gathered in Glasgow to perform around 300 events across 26 stages.

Our award-winning Education Programme was once again at the heart of the festival with over 9,000 children from across Scotland attending free morning concerts and over 1,100 participants joining more than 60 workshops.

The New Auditorium, Glasgow Royal Concert Hall

The New Auditorium within Glasgow Royal Concert Hall was officially opened in November 2015 and The Royal Scottish National Orchestra is now resident in the building. Due to the unique features of the venue it has also been hired for classical music recordings, concerts, author visits, meetings and even a children's Christmas show.

Dance International Glasgow

Dance International Glasgow (DIG) enjoyed its first iteration as a biennial dance festival in April/May 2015, and achieved more than 10,000 attendances and 600 learning attendances. This new biennial dance event for Glasgow and Scotland, produced by Tramway, featured work from: Barrowland Ballet, Marc Brew Company, Ultimate Dancer and Crew, Scottish Ballet, Scottish Dance Theatre, Candoco / Jérôme Bel, Jonathan Burrows and Matteo Fargion, Claire Cunningham and Low Air.

Community Touring – Cinderella

Community Touring is an annual programme of performance, music, dance and comedy events produced by Glasgow Life's Arts Service in collaboration with Glasgow Life's Music, Communities and Libraries' teams and independent arts companies, artists and performers.

Glasgow Arts took the original rags to riches tale of *Cinderella* out on the road, bringing the most popular of all Christmas fairy-tales to 20 community venues across Glasgow, sprinkling some panto magic across the city with plenty of thrills, spills, wicked tricks, fantastic sets and a fabulous star-studded cast. Achieving 2,736 attendances. The show reached all corners of the city including Drumchapel, Easterhouse, Castlemilk and Pollok, attracting a new audience – 33% of attendees had never visited the venue before.

ArtSTOP

ArtSTOP aims to be a creative play space for young children and families combining a variety of art forms, materials, processes and approaches in a two hour flexible drop-in weekly session. Artist-lead, locally responsive, it is delivered in an area with low local family arts provision and high indicators of multiple deprivation. These sessions provide ongoing access to arts activities that are welcoming, friendly, unthreatening, and affordable for those that might not otherwise consider themselves interested in art and performance. They are also about creating pathways to other Glasgow Arts' projects and programmes that offer high quality arts experiences for children and families. The sessions are specifically aimed to encourage family groups from the Castlemilk area in the south of the city.



Late Night Studio Jazz

Late Night Studio Jazz was an experimental project aimed at developing a regular, well attended, cost effective jazz series within the Glasgow Royal Concert Hall (GRCH) which aimed to boost jazz audiences and attendances across the jazz programming at GRCH and at other Glasgow Life venues across the city. The series was programmed in such a way that it would highlight and support established Scottish jazz artists whilst providing a platform to showcase young emerging artists. All performances sold out and audience feedback was extremely positive.

Turner Prize 2015

The Turner Prize 2015 exhibition at Tramway ran from 1 October 2015 to 17 January 2016, with over 93,000 attendances recorded across the wider programme. The exhibition is a record breaker, easily beating any other show that has been staged at Tramway.

Alongside the exhibition was a significant Public Engagement Programme, widely praised by audiences as well as our strategic partners at Tate and Creative Scotland for its quality and inclusive approach. Over 19,000 attendances were recorded for the programme of ambitious activities and events inspired, challenged and supported new and existing audiences to deepen their understanding of contemporary visual art and Try Something New. This included a schools' programme, talks, tours, workshops, a participation space, volunteering opportunities and special events, targeting those living and working very locally to Tramway as well as city-wide and Scottish audiences.



Turner Award Ceremony – Assemble Announced as Winners 2015

TURNER PRIZE
2015

Public Programme Highlights:

- Over 19,000 people participated in a learning and engagement opportunity including talks, tours, workshops and events
- Over 3,000 people had already engaged with Turner Prize 2015 before the exhibition had even opened
- 95% of participants engaging in city centre events had never visited Tramway
- Nearly 4,000 people took part in a guided tour of the exhibition
- 16 young people achieved a bronze Arts Award, a nationally recognised certificate of achievement, during an intensive youth week
- 103 older adults were supported to produce and exhibit creative responses to Turner Prize at Tramway during Luminare, Scotland's Creative Ageing Festival
- 100% of groups and schools surveyed stated they were attending the Turner Prize for the very first time, with 62% attending Tramway for the first time
- 100% of groups and schools rated their overall satisfaction as 'Very Good' or 'Good'
- 29 volunteers contributed 1,360 hours of engagement activity

The impact of the Turner Prize 2015 public programme is already evident within Tramway. An ongoing Youth visual art collective, The Net Effect, was established following Turner Prize Youth week; the weekend programme of adult workshops and drop in activities for all ages has now been established as a recurring offer within the ongoing programme; and an enhanced schools programme was developed for Glasgow International at Tramway and was fully booked out almost immediately.

Turner Prize 2015 further cemented Tramway's reputation as a centre of excellence in, and for, the visual arts, and was presented with a Flourish Award in the Vibrant City category. Awarded by the Chief Executive of Glasgow City Council, the awards recognise Team Excellence and the judges were impressed with the quality of the planning, skill and dedication shown by our team in delivering such a successful and highly regarded exhibition.





Glasgow Museums

Glasgow Museums celebrated a record year in 2015-16 with almost 3.9 million visits across our nine civic museums.

Glasgow Museums plays a leading role in upholding Glasgow's global reputation as Scotland's cultural powerhouse.

The largest museum service in the UK outside London, Glasgow Museums holds a Recognised Collection of National Significance and offers a busy programme of exhibitions, events, talks, tours and activities.

The civic collection includes over 1.2 million objects valued for insurance purposes at over £1.4 billion. It has been described as the finest civic collection in the UK and one of the finest in northern Europe. The collection is of international significance, with strength and depth across the four major disciplines: art, human history, natural science and transport and technology.

Glasgow Museums received a 95% satisfaction rating, the highest rating of all Glasgow public services, in the latest Glasgow Household Survey.

Attendances during 2015-16

Riverside Museum	1,167,777
Kelvingrove Art Gallery and Museum	1,300,735
The Burrell Collection	151,945
St Mungo Museum of Religious Life and Art	144,774
People's Palace	361,985
Gallery of Modern Art	601,773
Scotland Street School Museum	61,429
Provand's Lordship	92,565
Glasgow Museums Resource Centre	14,345
Total	3,897,328

All Glasgow Museums are now rated 4★ or 5★ visitor attractions by VisitScotland. These awards reflect the excellent work done by both the venue teams and colleagues across Glasgow Life in building an excellent visitor experience. Glasgow Museums has been recognised with an outstanding Customer Service Excellence assessment for 2015-16 securing 14 compliance plus scores, a record not just for Glasgow Life but for the CSE programme nationally.

Riverside Museum

Scotland's hugely popular museum of transport and travel experienced an extremely successful year in 2015-16, with attendances of almost 1.2 million, over 5.2 million since the museum first opened in 2011.

Riverside's full programme of events included the biggest display of Scotland's Emergency



Services in Scotland attracting over 21,000 attendees, Meet the Makers celebrating one year on from the Glasgow 2014 Commonwealth Games, and the annual Christmas Fair.

Highlighting the connection between Riverside, communities of Govan and history of the surrounding area, new heritage activities were launched at the museum. While the Govan Ferry service, provided in partnership with Govan Workplace, ran for a third summer attracting over 26,000 users, up 52% on previous years.

Riverside also introduced new ways of working to focus on partnership and equality. As a legacy of the co-curated It's Not About the Wheels wheelchair display, consultation with people with disabilities resulted in new objects added to the collection.

Strengthening the relationship with the city's Showpeople community, a contemporary collection project resulted in a number of objects being acquired for the collection that the community felt represented their culture and history.

Kelvingrove Art Gallery and Museum

Kelvingrove holds a special place in the hearts of citizens and visitors alike – and continues to be Glasgow's number one visitor destination according to travel website TripAdvisor. Last year was hugely successful for the museum with attendances over 1.3million, an increase of 24% on the previous year.

The temporary exhibition programme continues to draw strong audiences. *Hatching the Past: Dinosaur Eggs and Babies* was incredibly popular, attracting over 82,000 visitors between 3rd April to

16th August 2015. The costume exhibition *A Century of Style: Costume and Colour 1800-1899* attracted over 19,000 visitors between 25th September 2015 and 14th February 2016.

“Excellent Museum! Loved the Dinosaur exhibition.”

“Very impressed with the exhibitions at the Kelvingrove. I saw the Costume exhibition which was beautifully laid out and provided many interesting facts.”

The first phase of the newly redesigned Life Gallery, situated in the museum's West Court, opened to the public in April 2016 with intriguing new displays from the Natural History and World Cultures collections. The remodeling of this gallery is the largest display change since the building re-opened in 2006.

Informed by a public consultation, the gallery now allows visitors to experience life in deserts, rain-forests and polar ice caps. The work in the West Court coincided with the lowering, checking, and re-installation of the Spitfire LA198.

The redesign was made possible with a donation of £46,000 from the independent charity Friends of Glasgow Museums, a donation from Glasgow Museums Patrons' Circle and a significant public fundraising campaign.

Gallery of Modern Art

GoMA is Scotland's most visited modern and contemporary art gallery displaying work that highlights the interests, influences and working methods of artists from around the world.

Ripples on the Pond at GoMA highlighted works on paper and film by women artists.



The exhibition included an offsite film screening programme with Modern Edinburgh Film School and LUX Scotland; a co-produced film project for young women with Glasgow Women's Library; two publications with *Affiliate: Thinking Collections* (a University of Glasgow programme funded by Creative Scotland), and a public programme delivered by GoMA's learning team. The quality and ambition of *Ripples on the Pond* was key to GoMA winning the Contemporary Art Society Collection Award 2016, and resulted in the gift of Hito Steyerl's *Abstract* (2012) to Glasgow Museums, making GoMA the first UK institution to collect work by this internationally acclaimed filmmaker and writer.

The exhibition *Devils in the Making: Glasgow School of Art and the Collection* celebrated Scotland's international reputation as a distinguished centre for contemporary art by underlining the strong link between the GoMA and The Glasgow School of Art and focusing on the cultural significance of key works from Glasgow Museums' collection.

With the support of the Art Fund, Glasgow Museums acquired a major work by Turner Prize winning Scottish artist Douglas Gordon. This encyclopaedic collection of the Glasgow-born artist's output brings together nearly all of Gordon's thought-provoking video works in an ever-growing installation.

An exhibition of work by one of the most original and innovative artists working today, Wolfgang Tillmans, featured 15 photographs from the internationally acclaimed German artist's recent series *Neue Welt* (New World), which were recently acquired through Art Fund International for Glasgow Museums' collection working in partnership with The Common Guild.

St Mungo Museum of Religious Life and Art

Supported by a generous donation from the Friends of Glasgow Museums, *Heavenly Creatures: Angels in Faith, History and Popular Culture*, opened at St Mungos in October 2015. The exhibition explored angels and their different portrayal in sacred writings, customs and traditions, art and popular culture across the world and across time. The content and interpretation of the exhibition was guided and shaped by a number of community engagement projects including families, Glasgow Museums Community Forum (recently reinvented as the Creative Café) and Glasgow Museums Gallery Assistants. These consultations had a huge impact and the successful audience engagement strategy can be used as a template for future shows.

Glasgow Museums Resource Centre

GMRC uses Glasgow Museums' collection to inspire visitors and positively impact wellbeing. This is achieved through a socially inclusive and stimulating programme which addresses the barriers to access, connects with the lives of everyone, and reflects the cultural and social diversity of the city.

An example are the *Wee Creatives* sessions, which are specifically developed for children and babies under the age of two, and their parents and/or carers. These sessions, delivered by the Museums' Learning and Access team, provide a stimulating environment for babies and toddlers while surrounded by objects from the collection.

The Burrell Collection

Sir William Burrell devoted more than 70 years of his life amassing one of the world's single, finest personal collections – and he gave all 9,000 works of art and objects to the people



of Glasgow. In recognition of this incredible gift Glasgow Life is working with partners toward a full redisplay and refurbishment of the museum at Pollok Park.

The ambitious plans, which will see more than 90 per cent of objects on public display, over three floors, has attracted significant support. Glasgow City Council is committed to meeting up to half of the estimated £60 million – £66 million cost of the project, while the Heritage Lottery Fund has pledged £15 million and the UK Government announced support worth £5 million in the 2015 Autumn Statement.

Plans are being finalised for the first international tour of treasures from the Burrell Collection, taking place while work to refurbish the museum is underway. The building is scheduled to close in October 2016 and we are finalising destinations in North America, Europe and the Far East as part of the touring programme. The tour will boost both the city's and nation's credentials as world-leaders in art and culture.

Burrell Renaissance, chaired by Sir Angus Grossart is driving forward work on the international tour, raising the profile of the collection and raising funds to support the project.

People's Palace

The *Art of Billy Connolly* exhibition featured over 40 of Billy's own works of art alongside memorabilia from his career. The exhibition proved extremely popular attracting new audiences to the Palace and securing a donation to the collection. A visit from the 'Big Yin' himself was captured on YouTube in December 2015.

Visitors expressed a desire to create opportunities to engage with and become involved in the curatorial process. *Gaun the Messages*, a community-curated display reflecting shopping in 1950-70s Glasgow, exemplified Glasgow Museums' strategy for engaging and involving customers in renewed display content in a manner appropriate to their needs.

An expansion of gallery space has led to exhibits which tell the story of Glasgow Green and its surrounding historic landscape.

Scotland Street School Museum

The Charles Rennie Mackintosh designed Scotland Street School Museum enjoyed a full timetable of activities and celebrated a number of notable achievements in 2015-16. The museum played host to the Wildlife Photographer of the Year exhibition on its 50th anniversary; were finalists at the ASVA marketing awards for the third year running; and retained 4★ Visit Scotland grading in December 2015.

The ever popular, highly interactive, Santa School brought along hundreds of people over the festive period and received a number of positive comments;

"I've just taken my kids to Santa School and had such a lovely time. The kids had so much fun and everyone was laughing their heads off! My kids already really love Scotland Street. This has just made it even better. What a joy."

Provand's Lordship

The popularity of Provand's Lordship, the oldest house in the city, continues to grow with attendances in 2015-16, 20% ahead of where they were four years previously. The museum introduced the city's Recreate project



into working in the gardens of Provand's. Recreate, is a unique service that allows ex-offenders to volunteer for up to six months in meaningful roles, gaining new skills and experiences that will allow them to move forward in their life. Working on Provand's extensive gardens, Recreate complements the work of the museums volunteer herbalist and other volunteer gardeners.

Kelvin Hall

Throughout 2015-16, Glasgow Museums continued to work towards the delivery of Kelvin Hall phase 1 which will open in late Summer 2016. More than 400,000 items from the city's collections will now be housed in publicly accessible stores at this iconic site. Once complete, all 1.2 million items in Glasgow's civic collection will either be on display or accessible through state-of-the-art stores. Discussions with key partners to determine the second phase of development for Kelvin Hall are underway.

A Kelvin Hall handling kit was developed, with the help of visitors, to raise awareness of the redevelopment. So far, over 200 people have engaged with the kit which will become part of a suite of resources available at Kelvin Hall when it opens.

Digital Media

Digital and new media initiatives for Glasgow Museums & Collections focus on developing and coordinating creative and informative user-focused content for all digital and new media channels – in gallery, online and mobile. Glasgow Museums are now extremely active on over 30 social media platforms and continue to develop digital experiences.

There were over 160,000 followers across Facebook, Twitter and other social media platforms in 2015-16, an increase of 34% on the previous year. The latest additions of Instagram and Periscope are also proving to be successful. Almost 9,000 photos uploaded to Flickr generated over 330,000 views, and the Glasgow Museums website received almost 2.8 million views.

In 2015-16 Kelvingrove moved to first position as TripAdvisor's top attraction out of 242 attractions in Glasgow. Almost 7,000 visitors have submitted reviews resulting in a 4.5 out of 5 rating for the museum. Riverside took second position and reviews of 4,000 visitors resulted in a 4.5 out of 5 ranking. GMRC notably ranks 5 out of 5 and entered into the top 100 for the first time.

The City Archives at The Mitchell

The people of Glasgow possess a unique asset – the civic memory as documented in its archives. The city's archives are a vital part of our cultural heritage. They tell us about historic events and decisions, past lives, ideas, communications and of people's own identities.

There were 7,293 visitors to the archive search room and 6,252 of these visitors consulted more than 22,056 original documents. Just under a quarter of these visitors were engaged in formal education. The search room also provided a stimulating environment for individual, family and life-long learning in terms of family and local history, or other personal research. There were 15,512 remote enquiries, 7,372 written and 8,140 by telephone.

Archive staff delivered 107 learning events to 2231 participants. Supporting a full range



of learning, staff assisted people in making connections with the stories of their families and communities and with the story of Glasgow.

Marking the 100th anniversary of WW1, staff have been working with a large number of partners to access material and provide support for events which looked at the role and sacrifices made by the city during the Great War.

Special Collections

In 2015-16 Special Collections responded to over 1,000 written enquiries, of which almost a quarter were family history related and a further quarter were sourced from newspaper collections.

1,906 items were issued from Special Collections secure areas, representing a 73% increase in access on last year. Examples of collections that researchers regularly accessed include the Edwin Morgan Library, Robert Burns Collection and Thomas Annan Collection. Family and local historians, students in formal and informal learning, individuals and community researchers use the library collections daily as well as academics from national and international universities and museums such as the London School of Economics and J Paul Getty Museum, Los Angeles.

Men in Museums

Often it is difficult for museums to engage with older men, this project, which began in August 2015, aims to address this issue. Men in Museums encourages older men to become more socially active and enjoy the company of others through museum visits. Participants are collected from their homes, by transport provided in partnership between

Glasgow Museums and Contact the Elderly, and participate in a session facilitated by Museums Learning and Access staff. The outings are free and occur monthly at a different Glasgow Museums venue. They provide an opportunity for participants to explore the museums and meet specialist staff through a flexible programme of talks, tours, events and workshops.

Inclusive Museum Heritage Project

The apprenticeship project has been developed to create greater opportunities for African and minority ethnic communities to access and engage in the Scottish museum sector. The trainees were based at Riverside Museum, Gallery of Modern Art and the Open Museum. During the 12 month placement they worked towards level 3 SVQ in Museums and Galleries Practice, a qualification developed by Museums Galleries Scotland.

Learning and Volunteering

Learning is at the heart of everything we do. In 2015-16 3,000 learning sessions were held and over 135,000 attendances recorded across a wide range of Glasgow Museums.

In 2015-16 Glasgow Museums supported 246 active volunteers, including 66 new volunteers, to provide over 26,000 hours of activity. This is a huge contribution to cultural activity in Glasgow as well as offering invaluable learning experiences for those individuals, with many using their knowledge to progress academic and professional opportunities.

Case Study: The Open Museum

The Open Museum is the community outreach team of Glasgow Museums, facilitating a museum without walls, agile and mobile, working responsively at the heart of communities across the city, and focussing on people whose lives and experiences are underrepresented in museums.

The ever popular Open Museum loan service builds capacity for people to use Glasgow Museums' collections themselves. Throughout 2015-16 there were 1,360 loans of handling boxes to a diverse range of community organisations across the city, reaching over 25,000 people. At the heart of all activities supported by the loan service is social interaction which contributes to positive mental health and well-being.

The Open Museum worked in partnership with the Remembering Benny Lynch campaign group to develop a travelling display which, through objects, aimed to tell Benny Lynch's story in a positive, yet honest, way for a new generation. Through building relationships and good detective work, the Open Museum was able to bring together for the first time, the world championship globe trophy won by Benny in 1937, held in Glasgow Museums' collections, and the silver cup Benny won on the same night, generously loaned for the period of the exhibition.

The exhibition was launched at the Gorbals Library on the 30th March with a community celebration on the 2nd April, the date of Benny's birthday.

Bryan Tumbull, a member of the group Remembering Benny Lynch, said: **"I have always enjoyed community exhibits around Glasgow, now I know what it involves behind the scenes."**

Another local resident, said: **"The people of the Gorbals...have been given the opportunity to actively participate and feel part of their community in a positive way!"**



Our Future Plans

There is so much to look forward to in the months and years ahead and Glasgow Life is at the centre of many of the city's exciting initiatives.

Vibrancy Theme

Glasgow Life is leading on the Vibrant City, one of the city's five strategic themes. While there are many things that make a city vibrant – good housing, low crime, good schools – culture and sport, local history and above all local people in all their diversity are at its heart. The Glasgow Economic Leadership group has commissioned an updated Tourism and Visitor Economy Strategy. This will be central to the Vibrancy Strategy, as it has identified cultural tourism as a key growth area, and recommends a focus on what makes Glasgow distinctive in relation to competitor cities. The strategic pillars are: Heritage (Architecture and Museums), Mackintosh, Music, Contemporary Art, Events and Sport. Embedding equalities in everything we do is at the heart of the Vibrancy Strategy.

The merger with Glasgow City Marketing Bureau greatly enhances our capacity to deliver the objective of making Glasgow a more vibrant city, promoting its amazing resources to Glaswegians and to visitors, all under the banner of People Make Glasgow.

Burrell Collection

The Burrell Collection will close in October 2016 to allow for a full refurbishment and redisplay of the 9,000 objects gifted to the city by Sir William Burrell in 1944. While work is carried out on the building, the people of Glasgow will continue to have access to Burrell highlights with an exhibition at Kelvingrove Art Gallery and Museum. At the same time, an international tour of some of the works will demonstrate to global

audiences the sheer quality of what is considered one of the world's finest, single personal collections. With a refurbished home and a new appreciation for the quality of this incredible legacy, the Burrell Collection will enhance Glasgow's already powerful credentials as a world-class cultural centre.

Kelvin Hall

The first phase of the refurbishment of this iconic exhibition hall will open late summer 2016. The product of a unique collaboration between the city, the University of Glasgow and National Library of Scotland, it will become a cultural, academic and sporting complex of international significance. The Glasgow Club at Kelvin Hall will be the largest in the city, while Glasgow Museums will move more than 400,000 objects to publically accessible stores. The National Library's Moving Image Archive will bring to life more than 100 years of Scotland's history on film, while the University of Glasgow will move 1.4 million objects from The Hunterian into new stores, with new research, teaching and learning facilities associated with the collection.

Glasgow Club

Building on the success of a recent £2.5 million investment in the latest health and fitness equipment at gyms across the city, further modernisation is planned. This will include a new digital strategy for the Glasgow Club including the launch of an app for smartphones and an upgrade of the online booking system. Customers will

be able to see what's on, book and pay for products and access the latest offers from any smartphone or tablet.

Realising the Vision for Glasgow Libraries

Building on a great tradition and adapting to life and technologies of the 21st century, our long term strategy will ensure that Glasgow's libraries grow in their role at the heart of Glasgow's communities. They will continue to support reading, learning and digital access, and embrace new functions in response to the needs of their local communities.

We will deliver our action plan based around six themes encompassing all aspects of modernising the service. These are Virtual and Physical Space, Digital, Information, Reading, The Mitchell Library, and School Libraries.

The Mitchell Library

The Mitchell Library – including the City Archives and the Special Collections – is one of the great civic libraries in Europe, and has the potential to be a centre of national and international importance. It can tell vital parts of the story of Scotland, in particular about Glasgow, central Scotland and the Highlands and Islands. It can support family history and genealogy, and play a central role in reaching out to the Scottish diaspora. During 2016-17 we will develop an action plan for the future use of this iconic building as a cultural venue in the city and a resource for the whole country.

2017 Badminton World Championships

The next major event on Glasgow's sporting horizon is the TOTAL BWF Badminton World Championships in 2017, which will be hosted at the Emirates Arena. The week-long celebration of world-class sport takes place in August 2017 and will see the world's very best badminton players go for gold in the same venue that hosted the badminton competition at the 2014 Commonwealth Games. It is being delivered by BADMINTONScotland with support from Glasgow Life, EventScotland and UK Sport.

2018 European Championships

In 2018, Glasgow will co-host the inaugural European Championships in 2018 in a sporting partnership with Berlin. The new multi-sport event will be hosted every four years bringing together the already established European events in athletics, aquatics, cycling, gymnastics, rowing and triathlon with a new team golf event to be staged at Gleneagles. Berlin will host athletics while Glasgow will be home to all other sports.

The European Championships will be held from 1 to 12 August 2018 and will bring around 3,250 athletes to Glasgow as part of an overall delegation of 8,500 people. Anticipated global audiences of about 1.03 billion will watch the event on television, making it one of the largest multi-sport events in world sport.

Many of the city's world-class venues will be at the heart of the Championships including the Emirates Arena (Sir Chris Hoy Velodrome), Tollcross International Swimming Centre, Cathkin Braes Mountain Bike Trails and SSE Hydro, while a new Olympic standard BMX track will be built at Knightswood Park.

2019 European Athletics Indoor Championships

Glasgow recently won the right to host the 2019 European Athletics Indoor Championships, beating Torun (Poland), Minsk (Belarus) and Apeldoorn (Holland). The decision will see 600 of Europe's leading athletes from 50 nations return to the Emirates Arena for the three-day event. The event has the support of British Athletics and EventScotland and will be broadcast live across Europe including on the BBC.

All of this work will continue through our partnerships with Glasgow City Council and with the Scottish and UK Government, government agencies, national sporting and cultural organisations, the voluntary sector as well as housing, health and educational organisations.



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

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