Glasgowlife

19

MIN

Annual Review 2021/22

Everyone deserves to live a great Glasgow life. We need your support to make sure they do.



Welcome from our Chair



Glasgow never stands still. Change is happening everywhere as the city looks to re-emerge from the pandemic more sustainable, more prosperous, and more inclusive.

With unprecedented pressures on public finances, it's also a time of significant organisational helping them to access and change for Glasgow Life as we continue to work towards securing a long-term, financially sustainable future.

I have a deep-rooted belief in public service and I've seen first-hand the transformational impact culture and sport has had on Glasgow's citizens and the city's wider regeneration. The ongoing demand for Glasgow Life's programmes and venues has further shown how fundamental culture and sport are to Glasgow's recovery and to building happier, healthier,

more resilient and more productive communities, while also supporting the city's visitor economy.

This is my first Annual Review introduction as Glasaow Life's Chair and I would like to thank my predecessor, David McDonald, who stepped down earlier this year having helped to steer the charity through the toughest period in its history.

Our mission is to inspire every citizen and visitor to become engaged and active in a city globally renowned for culture and sport.

Throughout this review, you will hear from real people, telling their stories about how our programmes and services have changed their lives for the better - whether that's enjoy art and music, improving their fitness, equipping them with confidence and advice to improve their literacy and financial wellbeing, or boosting their digital skills.

Glasgow Life couldn't achieve the breadth of what it does without strong partnerships and collaborations. Everything we do, both now and in the future, will see us build on these networks and create new ones, as we work on our shared ambitions for Glasgow's social and economic renewal.

I would also like to offer a huge thanks to our incredible staff and volunteers, as well as to Glasgow Life's Board for its continued leadership and unstinting advocacy. And I would like to recognise one of Glasgow Life's greatest champions and former Board member, Sir Angus Grossart, who sadly passed away recently having devoted much time and energy to the refurbishment of The Burrell Collection

Our charity is made up of exceptional people with real expertise who consistently go above and beyond for their colleagues and the people of Glasgow. While there will no doubt continue to be challenging times ahead, I'm confident Glasgow Life will emerge stronger thanks to the dedication and willingness of our teams.

There is so much more than I'm able to highlight in this brief introduction, but you can discover another rewarding 12 months for Glasgow Life throughout our Annual Review. I hope, like me, you will be inspired by what it reveals.

Bailie Annette Christie Chair of Glasgow Life

A message from our Chief Executive



The last 12 months have shown that the work we do at Glasgow Life continues to make a real difference to the lives of Glaswegians and visitors to our city.

This is the first Annual Review introduction I have written as Chief Executive, and I would like to pay tribute to Glasgow Life's former CEO, Dr Bridget McConnell, who retired last year. Over almost a quarter of a century, Bridget worked tirelessly to champion culture and sport in Glasgow, and she has been a key figure in making Glasgow Life the world-leading organisation it is today.

While our Annual Review reflects another operational year of responding to the challenges imposed by the pandemic, it also

We believe everyone deserves a great Glasgow life and the following pages show how we are working to make this happen, as well as how we will build a positive, ambitious and sustainable future as one of Scotland's largest charities.

Regrowing our income will continue to be crucial to Glasgow Life's recovery

demonstrates our commitment to engaging with communities across the city; tackling inequality, supporting public confidence, and providing inspiration and opportunities for people to access the services which matter most to them

A major highlight of the last year has been the re-opening of The Burrell Collection following a £68.25m refurbishment as a modern, greener museum. It is a reminder of culture's appeal and vibrancy of Glasgow; and the exceptional quality of the Collection, together with its location in Pollok Country Park, will bring more people to the south of the city in the coming years.

As the world adapts to living with Covid, access to culture as ever for the positive mental, physical and economic wellbeing benefits it brings.

planning and, with support from local and national partners, we will work to embed our highly valued cultural and sporting programmes, experiences and events at the heart of Glasgow's social and economic renewal.

We will also promote the city's unrivalled tourism offer to our key markets - inspiring more local, national and overseas visitors to come to Glasgow, boosting the city's visitor contribution to the international economy, and supporting thousands of jobs across our tourism and hospitality sectors.

None of this would be able to happen however, without the passion and dedication of our talented staff and volunteers, as well as the support of Glasgow City Council, our Board, and the generosity of and sport remains as important our funders and donors.

> Each and every one makes a real difference and I want to thank all of you for your invaluable contributions and continued commitment to Glasgow Life.

Susan Deighan Chief Executive of Glasgow Life



Highlights of the year



April 2021 Period Poverty

A successful pilot, in partnership with Simon Community Scotland, established Period Friendly Points in 6 Glasgow Life community centres and 11 community libraries across the north west of the city. Each point carries a range of period products, new underwear and wipes, where women can help themselves without the need to ask. The pilot has been an overwhelming success with positive feedback from users, staff and volunteers. As a result, Period Friendly Points are now in place in all 32 community libraries and there are plans to roll out this initiative across the city.

May 2021

Walking Football

Glasgow Life hosted the Glasgow Walking Football Trophy 2022 at Toryglen Regional Football Centre. Participants over 50 and 60 competed in mixed age/ gender and women-only competitions as well as a non-competitive Walking Football Festival for those interested in trying it. The event was held over 4 days with 80 teams comprising more than 700 players.

June 2021

Euros

Host City volunteers welcomed over 40,000 visitors to the Fan Zone at Glasgow Green, Across 87 events, 312 artists and performers provided 184 hours of free cultural programming, which showcased Glasgow and Scotland's cultural diversity. Euro fun was also enjoyed by 1,000 primary school pupils from 8 nearby schools and 1,500 young players from 22 clubs across the city.



November 2021 COP26

Key Glasgow Life venues supported delivery of the COP26 Climate Change Conference. Riverside was used as a base for Police Scotland for around 1,500 police staff per day. Highprofile events took place at Kelvingrove, including the World Leaders event, hosted by Prime Minister Boris Johnson, and attended by members of the Royal Family.



6 Glasgow Life Annual Review 2021/22

February 2022

Destination **Campaign UNESCO**

A new campaign, which ran from February until March, showcased the vibrancy of Glasgow's music scene. Delivered by the Destination Marketing Team, 'Glasgow: Music Nonstop' aimed to support the recovery and restart of the city's music and night-time industries. The campaign was brought to life by a short film, which was viewed 5 million times.

March 2022

Woodside Library

The popular West End library reopened on 28 March 2022, following a £2.3million capital investment from Glasgow City Council. Many of the important, original architectural features, such

as the dome, have been carefully restored, while the internal spaces have been modernised to include a flexible, vibrant community space, new study areas, a colourful woodland-themed children's area, improved accessibility and increased toilet provision. The muchloved community library is now open full-time.

The Burrell Collection

The much-loved Burrell Collection reopened its doors to visitors in March following a 5-year, £68 million refurbishment. Almost 3,500 visitors were invited to enjoy an exclusive preview across various media, partner and community events and we welcomed over 6,000 visitors within 3 days of opening to the public. 100% of visitors surveyed on opening weekend rated their visit as Excellent (86%) or Good (14%).





Our people

Ы.



Working innovatively to improve the mental and physical wellbeing of local communities.

TRAFFICIER STATES

Our people

Navigator Programme

Glasgow Life's Navigator Programme saw 15 graduates from across the organisation successfully complete our in-house leadership and management development course in 2020/21. Currently in its sixth year, the year-long development programme has supported over 200 supervisory and management colleagues since it was first launched in 2015. The programme is a crucial investment in the learning and development of employees who manage people as part of their role and have significant influence over the delivery of our service plans.

The programme is made up of 10 modules, as well as a mixture of webinar and classroom events.

Participants also complete a work-related project and are supported by a personal mentor or coach for the duration of the programme. Despite the many challenges of the past year, including limited in-person training sessions, our 15 participants made a tremendous effort to adapt their learning approach and successfully completed the programme.

"The programme provided an excellent blend of theory and practical learning. The support was brilliant and I felt I could ask for help if I needed it (especially with the constantly changing state of play in relation to the pandemic) and the one-toones were invaluable." Marie Anderson, one of the successful candidates for 2020/21

"It's always inspiring to watch colleagues evolve through their learning journey while using the learning to tackle projects that deliver tangible results, particularly during such a challenging time." James Conaghan, Learning and Development Manager





Home Library Service

Home Library Service volunteers have returned and are back delivering to their delighted customers! The pandemic restrictions meant our volunteers were unable to deliver to customers and for that period the service was supported by Glasgow Life Libraries staff who continued to deliver throughout lockdown.

Gradually, as restrictions have eased, our Home Library Service volunteers have returned. They are once again delivering to, and being warmly welcomed by their customers who are delighted to see their friendly, helpful volunteers back in business. Glasgow Life Libraries Home Library Service started in

anticipated.

An on-the-job traineeship at The Burrell Collection led to a permanent post for Leah from Shawlands, and has since given her a unexpected insight into her own Zimbabwean heritage. Leah started with Glasgow Life via the Next Step Initiative, which places people of African and minority ethnic backgrounds into traineeship roles. The trainees undertake an SVQ Level 3 Museums and Galleries Practice qualification as part of the placement.

placements.

Leah said:

"When I started work at Glasgow Life as an events trainee, I began to research certain pre-colonial objects from my cultural background. I was really pleased to give a speech to staff about a particular Zimbabwean shield which then went on display

2005 and over the years it has provided a much-valued lifeline to many of our library customers who are unable to visit their local library in person. The service is delivered by volunteers who choose and deliver a tailored selection of books and audio materials for their customers. Friendships have formed over the years and a friendly face delivering much appreciated and carefully selected reading materials is always eagerly

Burrell trainee programme

Leah is one of four trainees who have been given permanent roles at The Burrell Collection following successful

at the Glasgow Museums Resource Centre where it remains today.

I enjoy welcoming visitors and getting their take on the 'new' Burrell. So far, it's been amazing."

Glasgow Life's World Cultures Curator Patricia said Leah's speech had been assionate, informative and "Powerful."

Patricia said

"Leah is a capable, enthusiastic and talented researcher, open to ideas and to sharing her Ndebele heritage with the museum-going public.

As her curatorial mentor, I was impressed by the way she unflinchingly took on the complex tasks and responsibilities of curating a solo exhibition and also co-produced a hard-hitting social media film on drought in Zimbabwe for the COP26 Voices from the Frontline project."

Our services

Providing or or or or of the or of t

@/Ø

GLASG

Delivering experiences across the city and bringing value and meaning to citizens' and visitors' lives.



World-class attractions



Glasgow Life Museums service cares for the city's collections of over 5 million items, one of the finest civic collections in Europe.

100% of our collections are publicly accessible, through displays in our world class Museums, the City Archives and Special Collections at The Mitchell Library, as well as stores at Glasgow Museums Resource Centre and Kelvin Hall.

2021/22 continued to be a challenging time for visitor attractions. While restrictions were in place to mitigate the effects of Covid-19, we focussed on continued

recovery and re-engaging with visitors.

We welcomed over 1.1 million visitors, featuring in the Association of Scottish Visitor Attractions most visited attractions list for 21/22 -Riverside 4th, Kelvingrove 6th.

We used our collections to bring learning to life for 5,500 learners at curriculum linked workshops and Teachers' Continued Personal Development (CPD) sessions.

We engaged with over 4,000 local people through our public programmes including Saturday Art Club and holiday programme.





We attracted over 55,000 virtual visits to our online collection – a 38% increase since 2019 - demonstrating an increasing demand to access our collections online.

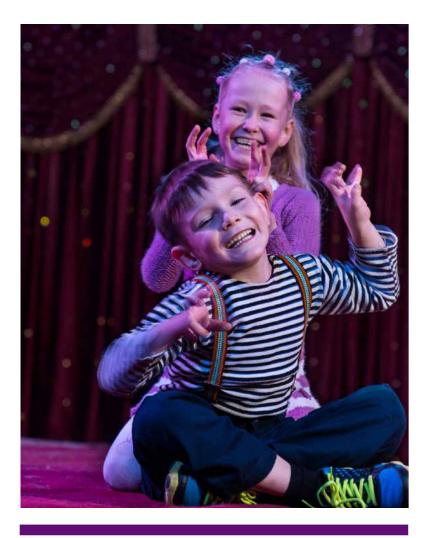
We reopened The Burrell Collection in March – with community partners and stakeholders attending previews before reopening to the public, which was to the delight of visitors.

We secured almost 47,000 venue hire visits; the Riverside festival returned in September and we hosted world leaders and VIPs during COP26.

We welcomed 10,000 participants across 28 events in person and online, hosted by Glasgow City Archives.



Art and music lovers



"This is just what the children need after the year they have been through: fun, games, drama, music, engaging with visiting artists, who are not teaching staff. We see children who might have been overlooked or have been struggling in a new light. These workshops are allowing these young people to flourish." Head teacher, Calton ward, **Creative Communities: Artist in Residence** Programme.



Glasgow Arts, Music and Cultural Venues welcomed over 184.000 attendances across their venues in 2021/22.

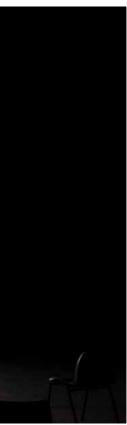
Glasgow Royal Concert Halls operated in line with the prevailing Scottish Government guidance through the various stages of the pandemic, with live events returning from August 2021, with key tenant partners Royal Scottish National Orchestra, BBC Scottish Symphony Orchestra Chamber Orchestra, as well as regular commercial promoters. City Halls and the Old Fruitmarket re-opened in January 2022 after roof refurbishment works, hosting concerts, annual dinners, award ceremonies and weddings.

Glasgow International (GI) was one of the first in-person festivals to take place following the 2021 lockdown, with around 65,000 attendances, reconnecting audiences with



online.

Our ambitious city-wide Creative Communities: Artist in Residence Programme continued across all 23 wards of the city, bringing theatre, singing, filmmaking, storytelling and visual art to communities



world class contemporary visual art. The festival comprised 70 exhibitions and events, performances, and talks; and took place in over 30 spaces across the city and

The 29th edition of the Celtic Connections festival successfully pivoted to a hybrid approach due to unfolding Covid-19 restrictions - staging around 60 spectacular inperson concerts, several intimate filming sessions, and an exciting digital offering. More than 500 artists were involved in shows that brought in over 33,000 attendees to 18 venues right across Glasgow and almost 11.000 online viewers from 29 countries.

and groups, reducing social isolation and improving mental health and wellbeing.

Mela Festival was the first post-lockdown event staged at the Kelvingrove Bandstand and was a joyous opportunity to celebrate our city's diverse cultures and welcome people back to live events.

Merchant City Festival showcased a sell-out long weekend full of entertainment with some extraordinary outdoor performances attracting a total attendance of 3,000 participants and over 150 artists employed.

The Cultural Euros 2020/21 cultural programme offered 31 days of events and performances on Glasgow Green's Euros stage and Match Day walkabout entertainment attracting almost 8,600 attendances.

Tramway

Tramway operated in line with Scottish Government guidelines and welcomed audiences to GI exhibitions across all 4 spaces in June. The venue continued to use Tramway TV to promote and provide access to artists' work on film and helped to host the online delivery of the Take Me Somewhere festival, while the Tramway Beyond Walls programme delivered a summer season of contemporary performance, visual art and creative participation, engaging audiences outside of the physical limits of the building. Tramway's partnerships remain central with the venue supporting The Citizen's Theatre festive season and Cryptic's Sonica festival.

Glasgow reads

Despite the challenges of lockdowns and service disruptions since March 2020, Glasgow Life Libraries' core functions of providing reading materials and access to information and digital services for the hardest-hit communities remained our key priority. During 2021/22 there was a phased approach to the re-opening of libraries as guidance and resources permitted. As the physical spaces re-opened we continued to offer on-line services and telephonebased support and information services.

In 2021/22, Glasgow Life Libraries has focused available resources on providing services and programmes that support the city's recovery and wellbeing. We have seen a big return to physical use of services. By the end of March 2022 there were 32 libraries open to the public attracting 1.2 million visits, of which 477,000 were in person and 710,000 were virtual visits.







We also saw 1.3 million book issues including 453,000 from our eOffer and there were 457,000 usages of PCs and WiFi.

(

Woodside Library re-opened in March 2022 following a significant programme of refurbishment.

> By the open > 1.2 m > 1.3 m > 457,

By the end of March there were 32 libraries open to the public, attracting:

> 1.2 million visits
> 1.3 million issues
> 457,000 usages of PCs and WiFi

Glasgow communities

Community centres

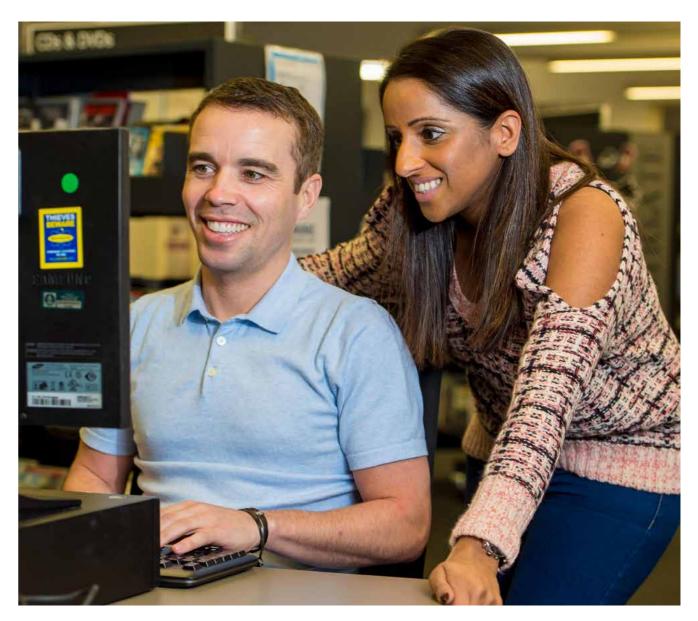
As of March 2022, 11 community centres have returned to normal operations offering space for community use. These centres attracted 306,000 visitors and 5,700 lets.

Barmulloch Community Centre continued to operate as a vaccination centre throughout 2021/22.



Community centres attracted 306,000 visitors and 5,700 lets in 2021/22.





Community Learning and **Development Plan**

Leading on the development of the city's new Community Learning and Development Strategic Plan 2021-24, Glasgow Life worked closely with a wide range of partners who are committed to the development of Community Learning and Development (CLD) across the city. The CLD priorities and key actions were shaped through consultation and feedback from young people, adults, family learners and community groups. Services, projects and

activities delivered through the CLD Plan contribute to the city's wider social and economic recovery against the high-level areas of focus of inclusive economic growth, resilient communities and a fairer, more equal Glasgow. The Plan continues to fulfil our vision for the city to work in partnership to ensure the delivery of accessible, high quality CLD which makes a real difference to people's personal, family and working lives.

By working collaboratively with partners, we aim to address health and poverty-related inequalities, improve life chances, tackle

loneliness and isolation and work with communities to empower them to address local issues. Glasgow Life's varied learning programme delivers life-changing learning opportunities across the city with continued, high levels of participation. There were 5,200 attendances at adult learning programmes, including adult literacy and numeracy programming, 10,700 attendances at English for speakers of other languages (ESOL) programming, 2,500 at Gaelic learning programmes and 7,300 at youth programmes, including the Duke of Edinburgh Award Scheme.

Live an active Glasgow life

Sport and physical activity has the capacity to transform the lives of individuals. It can improve health, instil confidence, increase selfesteem and teach valuable transferrable skills such as teamwork, communication and resilience. It can also bring people from diverse backgrounds together who might not otherwise have a chance to meet. Despite the challenges of the last two years, our aim is to ensure the transformational power of sport and physical activity can be enjoyed by all, by providing activities and opportunities which are scalable and sustainable as well as reflecting the diversity of our citizens.

Glasgow Life Sport, working in partnership with national and local organisations, has enabled a number of programmes to be delivered.

Get into Summer, a Scottish Government-funded initiative, supported more than 100 organisations to help children and young people get









active last summer. Over 7,500 people participated in a variety of activities, from weekly sports camps to summer-long clubs.

The city's first Dementia Football Festival held at Toryglen Football Centre featured more than 60 players from 8 care homes and dementia projects. The festival was coordinated with the help of teams across Communities & Libraries and Museums.

a recognised qualification. Once again a

Glasgow Life Sport's Community and Operations team partnered with Glasgow Clyde College to offer a bespoke Swimming Teachers Association (STA) Lifesaving course to level 5 and 6 students. The College funded the 12-week course, allowing students to achieve a recognised vocational qualification.

Once again our sport venues hosted spectator events

including the opening round of the Tissot UCI Track Nations Cup at the Emirates Arena and Sir Chris Hoy Velodrome. Glasgow Club Scotstoun hosted the WSF Doubles Squash tournament for the first time, and Tollcross International Swimming Centre hosted its first showcase swimming event since the start of the pandemic with the British Swimming Glasgow Meet.

Our events

Glasgow Events works with a number of organisations to deliver sporting and cultural events, supporting Glasgow's economic recovery.

In July 2021, the Merchant City Festival enjoyed a welcome return, with free outdoor performances, street theatre and art installations. Glasgow Mela reopened the Kelvingrove Bandstand with performances running alongside digital activity.

'Glasgow Illuminated' saw three Glasgow city centre sites lit up throughout December 2021, allowing visitors to enjoy the festive atmosphere. The rescheduled UEFA Euro 2020 fixtures also took place, with four matches played at Hampden and a Fan Zone created at Glasgow Green.

Glasgow Life supported key events including Piping Live!, Glasgow Film Festival and Sonica. The Glasgow International Comedy Festival returned in March 2022, featuring over 100 live shows and a community engagement programme. Glasgow also welcomed new events including the 2021 Netball International Series and DNA – Dynamic New Athletics, a team-based athletics format with innovative digital elements.





The Events team continues to work with partners to deliver the principles of the city's Events strategy, including scoping future opportunities.

In August 2021, Glasgow celebrated 'two years to go' to the inaugural 2023 UCI Cycling World Championships. Planning has commenced for European Capital of Sport 2023 and Glasgow was successful in its bid to secure the World Athletics Indoor Championships 2024.

Visit Glasgow



3,500 room nights as a result of partnership with global travel leader, Expedia.



Glasgow Life's Destination Marketing Team is responsible for building Glasgow's reputation as a leisure break destination for domestic and international visitors.

When it was safe to do so, recovery campaigns such as #LoveGlasgow and 'Love Glasgow this Christmas' encouraged people to visit Glasgow and enjoy its vibrant culture, nightlife, entertainment and retail experiences, helping to support Glasgow businesses.

In September 2021, the team launched the new official visitor website, peoplemakeglasgow. com, an important recovery tool to showcase Glasgow and its businesses and to inspire visits to the city.



and VisitScotland.

the sector.

Since January 2022, while continuing to support individual businesses through content development and PR, the focus of the team's targeted marketing activity has been on putting Glasgow front of mind once again in key domestic and international territories through partnership campaigns with Expedia, WestJet, Avanti West Coast

In response to Covid-19, Glasgow Life established the Glasgow Tourism Partnership and the Glasgow Tourism and Events Group to bring partners, stakeholders and industry together. Over the course of the year these groups have shared, supported and advocated for In January 2022 the Destination Marketing Team launched a targeted marketing campaign in partnership with global travel leader, Expedia.

Implemented across three of Glasgow's core international markets – the USA, Canada and Germany - the campaign aimed to inspire visitors to consider a future trip to Glasgow and to help drive the recovery of the city's visitor economy following the Covid-19 pandemic.

The campaign, which ran until the end of March. was designed to broaden awareness of the variety of cultural experiences visitors can enjoy as part of a trip to Glasgow as well to reinforce the message that the city's tourism and hospitality industry is open for business.

Potential visitors were directed to dedicated 'Glasgow Hub' landing pages on Expedia's website for their country, which promoted airline access and tickets, hotel offers and several of the city's visitor attractions and activities.

The final results of the campaign showed a strong return on investment and demonstrated that the motivation for travel from key inbound markets is returning.

Tourism and Conventions

Recognised as a world-leading business events destination, Glasgow has been named the Best Convention Bureau in the UK at the Meetings & Incentive Travel (M&IT) Awards for 15 consecutive years.

Glasgow Convention Bureau supported the re-start of conferences in the city, which hosted over 13,500 delegates across 33 conferences, worth over £38 million. Glasgow Convention Bureau, working with city partners, recorded 71 new conferences, which will bring more than 36,000 delegates to the city and boost the local economy by £53 million.

The Tourism and Conventions team built on their commitment to sustainability as Glasgow became the world's first convention bureau to join the 'Tourism Declares' movement. The team played its part in COP26, working with the UK Government and SEC to support the initial site selection process and supporting over 50 side events.

Glasgow was the first UK city to achieve EarthCheck Benchmarked Community Status and is currently ranked fourth in the Global Destination Sustainability Index (GDS-Index). The newly-launched People Make Glasgow Greener strategy sets out plans to move from 'steam, to green'.

The team attended a variety of in-person and online tradeshows, connecting with trade intermediaries and conference clients to promote Glasgow's travel trade and conference offerings:

- VisitScotland and Scotland Reconnect, 28-29 April 2021
- ExploreGB and VIBE, 21-24 March 2022
- IBTM in person,
 30 November 01 December
 2021.



The newly-launched People Make Glasgow Greener strategy sets out plans to move from 'steam, to green'.

Glasgow Life Annual Review 2021/22 29

The Burrell Collection

·B



A world-class greener museum



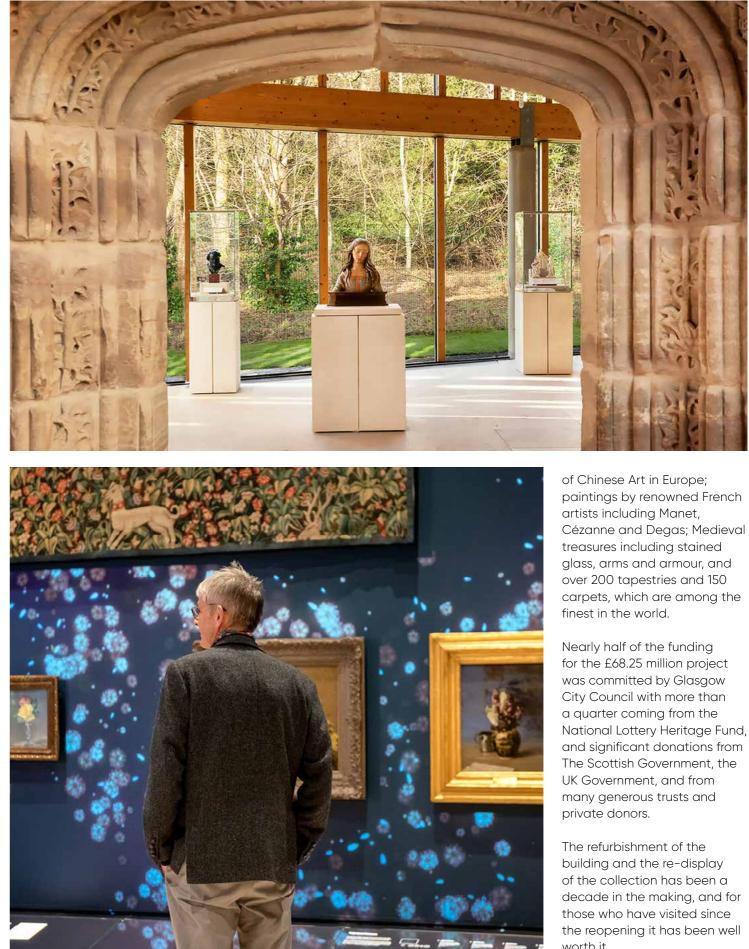
"The Burrell Renaissance will lead to people around the world developing an even greater understanding of the importance of the Collection and of the potency of human imagination and initiative." Sir Angus Grossart, Burrell Renaissance On 29 March 2022, we reopened the doors of The Burrell Collection to welcome back visitors eager to see "one of the greatest gifts ever made to any city in the world." (Sir Hector Hetherington, former Principal of Glasgow University).

Visitors were keen to reacquaint themselves with their favourite works from the Collection, to explore the A-listed building again and to enjoy its vibrant setting in Pollok Country Park.

Hundreds of people worked on the project, contributing to creating an attraction which is bringing people to the southside of Glasgow, attracting more visitors to Scotland and adding to the recovery from the pandemic.

Sir William Burrell, along with his wife, Constance, Lady Burrell, devoted more than 75 years to amassing one of the world's greatest personal art collections, renowned for its quality of Chinese art, exquisite stained glass and intricate tapestries, as well as its breadth of fine art. They gave the collection to Glasgow in 1944.

Highlights include Chinese pottery and porcelain produced over a 5,000-year period, making it one of the most significant collections



worth it.

The museum's gallery space has increased by 35%, allowing important and unique objects from the collection, which have not been seen for decades, or have never been on permanent display, to go on show.

A new central stairway allows visitors access to the lower floor of the museum for the first time where they can watch items not on display being cared for. A new special exhibition space has also been created. New galleries have been created on upper floors which take visitors to spaces in the building they have never seen before.

New displays give visitors a better understanding of the Collection's international significance highlighting the people who have owned artworks and the people who made them. In total there are 225 displays spread across 24 galleries. The displays include innovative digital elements such as video walls, interactives and hybrid systems created to help people engage with the stories behind the Collection.

The museum's environmental performance has been enhanced by improving the building's exterior through a new roof, glazing and cladding, and by replacing power, heating and lighting systems with more efficient and sustainable technologies.

The changes made to the fabric of the building make it more air and water-tight, and new glazing makes it less susceptible to changes in heat, creating a stable environment for the Collection.

The Scottish Parliament passed a bill in 2014 to allow international loans of objects from and to The Burrell Collection. Nearly 30 venues around the UK and across the world hosted art from The Burrell while its home was refurbished. Included were loans to New York's Metropolitan Museum, the Musée de Cluny in Paris and several cities in Japan including Tokyo. Over a million people were able to enjoy artworks in the Collection through the tour.





Timeline

1944	Sir Willia
	Collectio
1967	Pollok Co

1969

Country Park

1971

1978

1983

1984

1972

year of opening

1990 1999

2013

2014

2015

2016 and redisplay 2016

contractor 2018

2017

2018

2019 2021

2022

- Im Burrell and Constance, Lady Burrell gift their on of 9,000 works of art to the City of Glasgow
- Pollok Country Park is gifted to the city by the Stirling Maxwell family whose ancestral home was Pollok House
- Sir William Burrell Trust agree to proposal for a purposebuilt home for the Collection to be constructed in Pollok
- International competition launches to design a home for the Collection to meet the terms of the Deed of Gift set by Sir William Burrell (1861–1958)
- Winning architectural team announced: Barry Gasson, John Meunier and Brit Andresen
- Construction works begin on site
- The Burrell Collection is officially opened on 21 October by Her Majesty The Queen
- The museum welcomes over 1 million visitors in its first
- Glasgow is European City of Culture
- Glasgow is UK City of Architecture and Design The Burrell Collection is widely recognised as having helped bring both of these accolades to the city, acting as a catalyst for Glasgow's transformation into a cultural powerhouse.
- The Burrell Collection becomes a Grade A listed building, acknowledging its significance
- Community consultation process begins involving 15,000 local people in order to make the art works relevant for current and future generations
- Selected works of art begin an international tour of France, North America and Japan, as well as the UK
- The Burrell closes to the public for a major refurbishment
- John McAslan + Partners appointed as architect for the refurbishment and redisplay
- Kier Construction Scotland appointed as main
- Construction works begin on site
- A series of temporary exhibitions begins at Kelvingrove Art Gallery and Museum featuring works by artist Joseph Crawhall (1861-1913) and highlights of the Medieval and Chinese Collections
- European Commission names Glasgow the 'UK's top cultural and creative city'
- Conde Nast names Glasgow the 'Best UK city break destination'

Making an impact

and the second

Working hard to enable Glasgow's communities to experience the life-changing benefits of participating in culture and sport.

Getting the best out of your Glasgow life

Glasgow communities adult learning

2021/22 saw Glasgow Communities' Adult Learning continue to adapt services to meet the needs of learners across the city. The team worked to recover programmes that were halted as a result of the pandemic, while maintaining the online programming that was established to enable users to continue with their learning.



Our Adult Literacy and Numeracy (ALN) sessions were adapted for online learning, providing tailored one-to-one sessions for those able to access learning online, while providing face-to-face and telephone support for those lacking digital skills and connectivity.

Over the last year we have worked with partners to recover and rebuild the channels for English for Speakers of Other Languages programming (ESOL) to allow more people to access our learning easily. Our ESOL Community Graduate Programme partnered with Glasgow Clyde College to allow pathways for learners from communitybased courses into college programmes. This year saw 11 learners from the programme successfully gaining a college place. This is complemented by our online, certificated 'Journey 2 English' ESOL programme, which sees learners continue to progress with their learning with the support of an online tutor.





Wheels of Glasgow

'Wheels of Glasgow' was commissioned by Glasgow Events. Alex Donnachie, a rider whose style of perseverance, commitment and creativity mirrors Glasgow's spirit, takes viewers on his urban exploration around the city. Culture, passion, action – all these elements blend together in the film which introduces fascinating characters and alternative places that make Glasgow so unique.

The project was developed and brought to life by Hurricane Creative who had a vision to capture the soul of the city in a film that would excite not only the BMX community but all those interested in art, culture, travel and of course bicycles. Rodeo Film were tasked with directing the project and bringing a cinematic style to the film that would express the atmosphere of the city.

As a city where the urban environment encourages local riders' creativity, Glasgow has always been on the global map of urban sports and specially of BMX Freestyle. The film aimed to show the world what Glasgow had to offer the BMX community. The city is looking forward to attracting a new, and embracing the existing, BMX audience ahead of hosting the inaugural 2023 UCI Cycling World Championships.

English as an additional language book group and Glasgow quide for New Scots

Glasgow's Secondary School Library Service, managed by Glasgow Life, was awarded funding for reading groups aimed at the English language skills of students for whom English is an Additional Language (EAL), encouraging reading for pleasure and celebrating their first/home languages.

School Librarians received training on supporting young people as well as refugee and asylum seekers learning English. Ten participating School Libraries collaborated with young people to enhance collections to reflect their school communities and create inclusive, accessible library spaces.

Young people have increased their confidence in reading (and reading aloud), many of the participants are now enjoying reading outside school. The project has also contributed positively to their wellbeing by enabling young people to build new friendships, helping them to integrate with their peers and strengthen teamworking skills. The reading groups were well received by the schools involved and many will continue into the 2022/23 school year. Several groups are currently working on a multilingual guide to Glasgow, written by and for young people.

This project is supported by the Scottish Government School Library Improvement Fund

Our Shared Cultural Heritage (OSCH)

Glasgow Life Museums is working in partnership with the British Council, UK Youth and Manchester Museum to deliver OSCH, a youth-led project that explores the shared cultures and histories of the UK and South Asia.

Funded by the National Lottery Heritage Fund (NLHF) Kick the Dust programme, we are collaborating with young people aged 11-25, creating new ways for museums, youth audiences and organisations to work better together and to shape content within our displays.

We asked young people of South Asian heritage to critique museum displays for fair and accurate representation of the legacies of Empire and Transatlantic Slavery. The results are enabling them to influence museum content and ensure their voices are represented.

Together we developed and tested a pilot programme to inform a future model for youth collaboration and codevelopment and applied this to a second cohort, which the young people led and facilitated. The participants identified themes important to them, including career paths, commonalities between us and fluid identities, to shape future projects. Creative writing was used to help participants reflect on their experiences of the project.

Their ideas are being embedded into the Kelvingrove: Museum of Empire project and as a result



of their test development, they were invited to speak at the Museums Galleries Scotland 10-year Strategy Roundtable event.

The project has had a positive impact on the young people involved. It has improved their confidence and created positive futures and career paths for them and other young people of colour.

The young people said:

"This was an amazing and powerful learning experience. It felt nourishing to be surrounded by other South Asians and discussing critiquing the exhibits."



"I feel like this project has helped me discover a whole other aspect of my own heritage that I had no idea existed."

"I felt empowered and included in a safe environment."

Glasgow Life Sport Training Academy

Through the Employability Fund, we have created bespoke training and learning experiences which provide candidates with the skills necessary to move into employment within the leisure industry. The initiative offers young people a Certificate of Work Readiness. a SQA Qualification, and other industry-recognised qualifications. The programme is tailored to meet the competencies required of the Glasgow Life Assistant role in our leisure facilities.

The programme is delivered over 10 weeks and involves candidates completing a series of employability and personal development units provided by the Glasgow Life Sport Development Team. Following the delivery of these units, candidates are supported to complete a 190-hour work placement within our leisure facilities. Candidates receive one-to-one mentoring and support throughout their experience.

The programme has led to 53% of participants gaining employment within Glasgow Life in Leisure Attendant roles, whilst many others have secured employment elsewhere or moved into further education.

The programme has been an enormous success and, with the establishment of other funding streams, has the potential to expand across Glasgow Life.



Our contribution

20

Love

150



Creating a world-class city with a thriving, inclusive economy where everyone can flourish and benefit from the city's success.

A vibrant city

Launched in 2017, Glasgow's Strategic Plan sets out the commitments the council family aims to deliver over the next five years, to create a world-class city with a thriving, inclusive economy where everyone can flourish and benefit from the city's success.

Across the lifetime of the plan Glasgow Life has led the Vibrant City theme, steering the city's promotion, advocacy and validation of the cultural, sporting and events sector, and positioning Glasgow globally as a destination for leisure and business.

5 years of vibrancy

Objects from the Burrell Collection were enjoyed by over a million people nationally and internationally while its home in Glasgow was being refurbished.

The international tour, which began in 2016, saw parts of the Collection going overseas for the first time since it was given to Glasgow. Nearly 30 venues around the world hosted the tour, including New York's Metropolitan Museum, the Musée de Cluny in Paris, the Rijksmuseum in Amsterdam and venues across Japan and North America.

The Burrell Collection has now reopened, with more of the Collection on show than ever before and exciting new galleries pandemic, Glasgow Life bringing the objects to life.

The Glasgow 2018 European Championships was the second biggest event Glasgow and Scotland has ever hosted following the Commonwealth Games in 2014, and delivered in partnership with the Scottish Government, Glasgow City Council and Berlin. This major event was followed by, among others, the European Athletics Indoor Championships 2019, LEN European Short Course Swimming Championships in 2019, and in 2021 Glasgow was one of eleven cities to host the EURO 2020, while preparations are underway to host the Cycling World Championships in 2023.

Glasgow continued to be recognised as one of the world's best festival and major event hosts, garnering multiple accolades and securing the title of European Capital of Sport 2023, the only time a city has held this title twice.

Glasgow Life has delivered and supported a well-loved roster of annual, biannual and one-off events and festivals, including Glasgow Mela, the Merchant City Festival, Glasaow International (GI), World Pipe Band Championships and

Celtic Connections. Having advocated for the sector throughout the Covid-19 continues to support the return of in-person events to aid city recoverv.

Glasgow's museums delighted citizens and visitors with world class exhibitions, including Charles Rennie Mackintosh Making the Glasgow Style at Kelvingrove, which saw over 60,000 visits and shared





Since March 2019, artists and arts organisations have contributed to the three phases of the Creative Communities: Artist in Residence project, a citywide

Mackintosh's legacy outside the city through a major tour, first to National Museums Liverpool and then to four venues in America.

In 2019 a phenomenal 640,000 people visited Kelvingrove to meet Dippy, the natural History Museum London's famous dinosaur, becoming the most successful temporary exhibition at the museum since it reopened. Other popular exhibitions included Leonardo da Vinci: A Life in Drawing and the Linda McCartney Retrospective photography exhibition, while the Kelvin Hall played host to the blockbuster T.Rex In Town exhibition.

programme to improve health, wellbeing, confidence and quality of life by strengthening local links with arts and culture. Phase 2 was devised and delivered despite the challenges of national Covid-19 restrictions while Phase 3 was completed in April 2022 and focussed on the legacy of COP26.

June 2020 saw the conclusion of the mid-term review of Glasgow's Tourism and Visitor Plan 2017-23, informing the priorities for the recovery of tourism to the city. An action plan was developed by Glasgow Life, VisitScotland, Scottish Enterprise and the Glasgow Tourism and Events Group, supporting recovery, renewal, and future sustainable growth for the sector. Consequently, the goal became to deliver value, as opposed to volume. The target is now to bring £771m economic benefit, rather than visitor numbers, a target achieved pre-pandemic in 2019 with £774m economic benefit generated.

Glasgow hosted the 26th United Nations Climate Change Conference of the Parties - COP26 in November 2021, bringing £29.5 million in economic benefit to the city. This was one of the biggest and most significant events Glasgow is ever likely to stage, giving an opportunity to promote the city and its track record as a worldclass host of global sporting championships, cultural events and conferences.





Our buildings

Recovery

During the pandemic of 2020 and early 2021, many Glasgow Life venues remained open supporting Glasgow City Council, the NHS, the Scottish and UK Governments to deliver vaccination and testing centres. Our staff working at vaccination centres, in particular, were helping with the day-to-day delivery of vaccines to people in Glasgow throughout the pandemic.

Other community venues remained open to allow delivery of vital services such as childcare for essential workers' families and for food distribution.

By April 2021, many more of our venues including libraries, museums, and sports facilities began to reopen to provide the cultural and leisure services that had been sorely missed by our customers during lockdowns.

By end of March 2022 all our libraries had reopened except for Elder Park Library while preliminary works to the planned refurbishment took place; 8 community centres and Linn Park Adventure Playground; 3 of our world class museums; 43 sports venues and 5 Arts. Music and Cultural Venues with programmed activities and events gradually increasing.

Glasgow City Council's budget, passed in March 2022, allocated funds for the reopening of St Mungo Museum of Religious Life and Art, Provands Lordship and for more community facilities across Glasgow. Planned upgrades to Provands Lordship will begin mid 2022 with the venue reopening on completion.



Investments and refurbishments

Despite difficulties in coordinating investment packages, providing suitable resource and balancing contractor availability and wider supply chain issues, the Infrastructure Support Team continued to deliver a significant level of project work during and on the back of the pandemic.

This included significant investment in Woodside Library that delivered a new area for children, waterproofing works carried out to the library roof, new energy efficient lighting, and heating and electrical upgrades throughout the venue.



Our programme of refurbishment continued across our portfolio of venues.

The refurbishment of Elder Park Library which began in

June 2022 will see it become a modern, accessible community hub. The replacement of the roof at City Halls and Old Fruitmarket has been welcomed by our staff, customers and partners.

The impact of Ash Dieback, a chronic fungal disease in trees, will continue to have an effect on our environment. Surveys across our estate are progressing with removal of diseased trees being carried out where necessary.



A range of the more significant works carried out over the last year is outlined below:

Venue	Works	Value	Site start	Completion
City Halls & Old Fruitmarket	Roof replacement and roof access works	£2,500,000.00	May 21	Mar 22
Kelvingrove Museum	Gallery lighting upgrade	£98,850	Complete	Nov 21
Bellahouston Leisure Centre	Structural steelworks	£96,014	Complete	Apr 22
Crownpoint Sports Centre	Tree works	£92,640	Complete	Feb 22
Emirates Arena	Chiller replacement	£900,000.00	Apr 22	May 22
Gorbals Leisure Centre	Dance studio refresh	£113,379	Mar 22	Jun 22
Knightswood BMX	Ramp repairs	£100,000.00	Mar 22	Apr 22
Littlehill Golf Pavilion	Veranda upgrade	£86,024	Complete	Apr 21
Nethercraigs Sports Centre	M&E upgrades	£400,000	Jan 22	May 22
Scotstoun Leisure Centre	Wet side upgrades	£2,900,000.00	Mar 21	Jun 22
Scotstoun Leisure Centre	Squash court refresh	£170,000.00	Feb 22	Apr 22
Scotstoun Stadium	Concourse flooring	£51,300	Complete	Feb 22
Balgrayhill Community Centre	Boiler replacement	£26,040	Complete	Nov 21
Gorbals Library	New AHU system	£200,000	Feb 22	Jun 22
Mitchell Complex	Granville St stonework	£1,200,000.00	Jan 21	Jun 22
St Francis Centre	Stain glass window repairs	£400,000.00	May 21	Dec 21
Shettleston Library	Skylights & AHU	£318,535	Complete	Oct 21
Woodside Library	Full venue refurbishment	£2,350,000.00	Aug 20	Feb 22



Public consultation

Another area of investment comes from Glasgow City Council's commitment to support the development of a new multi-purpose community hub serving Baillieston and the wider area which will be managed and operated by Glasgow Life. To inform the planning for the future of the new facility, a community engagement

process was undertaken to capture the views of the local community. This began with an online survey to help find out about the community's use of the library and what services people would like see in the facility. The survey was live between 25 October and 12 December 2021. Plans for the Community Hub continue to be developed with the aspiration to appeal to the broadest range of participants possible.

People Make Glasgow Communities

Glasgow Life continues to support Glasgow City Council's initiative and of the overall 476 expressions of interest received, Glasgow Life's venues have attracted 185. Glasgow Life has renounced the leases of Stepford Road Sports Pavilion and Petershill Leisure Centre to enable community organisations to fully manage these venues. Short-term agreements are in place for a range of other facilities and Glasgow Life continues to support these organisations in the development of their final business cases. Venues includes Peterson Park, Donald Dewar pitches, Linn Park Golf Pavilion, Barlia Football pitches, Nethercraigs Football Centre, Springburn Synthetic Pitch & Pavilion and Greenfield Football Pavilion.



Impact of Covid-19

As a charity we are funded through a combination of a service fee for our contract with Glasgow City Council, donations and externally generated income which supports many of the valued services we deliver in the city.

Since the pandemic we have operated under a financial guarantee of £100 million, with total expenditure underwritten by Glasgow City Council. This year this was made up of a service fee of £72.8 million, a reduced level of externally generated income, with the remainder being met by temporary Covid support monies.

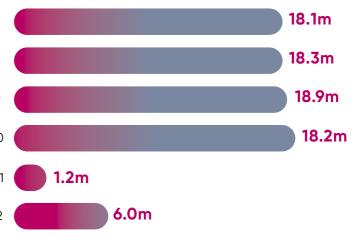
The gap between the service fee received from the Council and the £100 million financial guarantee has become a revised income target and, as our income recovers, the financial guarantee from Glasgow City Council will be reduced.



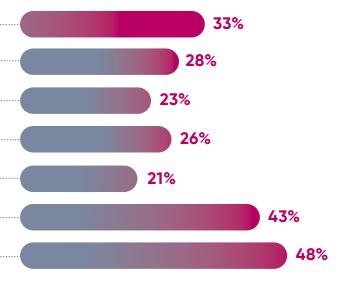
Glasgow Life trend and attendances

Throughout 2021/22 Glasgow	2016/17
Life continued a programme of reopening buildings and restarting services,	2017/18
operating within the Scottish Government's Covid-19	2018/19
Protection Framework. While attendances and usages are a	2019/20
third of what they were pre- pandemic, this year has seen a five-fold increase compared to	2020/21
the previous year.	2021/22

Recovery of attendances compared to 2019/20



Attendances at Glasgow Life directly-managed venues, including festivals and events.



% of pre-pandemic (2019/20) attendances achieved in 2021/22.

Our performance

Seal

oeg

gema transpo

0egemi

na



Income and expenditure

Financial performance (including CIC)

Extract of unrestricted income and expenditure (including CIC)

Income	£000	%
Grants & Donations Community Interest Company Leisure & Cultural Activities Interest received Service Fee - Glasgow City Council	2,953 2,171 23,696 36 76,716	2.8 2.1 22.5 0.1 72.5
	105,572	

Costs	£000£	%
Community Interest Company Leisure & cultural activities	(3,751) (97,877)	3.7 96.3
	(101,628)	
Surplus on unrestricted activities Reserves brought forward	0 618	
Total Reserves	618	

Culture and Sport Glasgow (Trading) Community Interest Company

Turnover	
Service fee	
Interest	

Total income Cost of sales

Operating expenses

Operating profit

The focus for Glasgow Life in 2022/23 is the phased re-opening of venues and facilities and income recovery to fund services provided.

Income generation 2022/23		
Charity CIC		

Total

£000
2,312 1,597 6
3,915 (383)
3,532 (3,509)
23

Target
£18.7 million £3.2 million
£21.9 million

Our performance

Our performance management framework monitors our progress with a focus on the city's priorities and our key objectives. To support this approach our focus is underpinned by:

- Glasgow Life's Business and Service Plan (annual)
- Glasgow City Council's Strategic Plan (2017-2022)

We use the Glasgow City Council family system to demonstrate progress against targets:

R	A	G	
> -5% below	-2.5% to-4.9% below	< -2.49% (or better)	

	2021/22			2022/23
Measure	Target	Actual	Status	Target
The number of attendances at Glasgow Life directly managed venues including festivals and events*	*	6.0m	×	8.4m

* The focus for Glasgow Life in 2021/22 has been on the phased reopening of venues and facilities in line with the Scottish Government's guidance and route map, therefore no attendance/usage targets were set for this financial year.

Performance is reported to Glasgow Life's Board throughout the year across a range of measures including a breakdown of usage of every Glasgow Life service area.

Measure

Breakdown of the number of attendances a Glasgow Life directly managed venues, inclu festivals and events

Glasgow Life Museums**

Glasgow Life Arts, Music & Cultural Venues**

Glasgow Life Libraries

Glasgow Life Community Facilities

Glasgow Life Sport

Glasgow Life Events

** Includes physical visits (1,108,478) and virtual visits (55,311). Does not include venue hire (46,540) which in 2021/22 included hosting VVIP events during COP26.

*** Includes 10,968 virtual attendances at Celtic Connections (estimated as 2,742 tickets x 4). Does not include GI (65,000), Mela (883) and Merchant City Festival (3,000) which are included in the Events actual attendances for 2021/22 and Mela and the Merchant City Festival are included in the targets for 2022/23.

Destination Glasgow

Economic value of conferences

Economic value of conference sales won for years

	2021/22		2022/23
	Actual	Target	Target
at Iuding	5,952,385		8,414,016
	1,163,789		2,153,840
* *	254,056	*	416,855
	1,187,390		1,793,811
	306,443		348,778
	2,828,672		3,474,170
	212,035		226,562

	2021/22		2022/23
	Actual	Target	Target
	£38,221,809		£60,000,000
r future	£53,790,020	*	£75,000,000

With thanks

100

Everyone deserves to live a great Glasgow life.



With thanks

Our sincere thanks go to the partners, funders, individuals and organisations who have so generously supported the charity in 2021/22, including those who choose to give anonymously. Every single donation helps everyone to have a great Glasgow life.

Aggreko plc A E B Charitable Trust AMW Charitable Trust Art Fund **Baillie Gifford** BBC Alba **BBC** Scotland BBC Radio Scotland BBC Radio 2 Becks Interiors Ltd Bloomberg Brewin Dolphin Bridget Riley Art Foundation British Cycling British Council Caledonian MacBrayne Limited Canada Council for the Arts Carnegie United Kingdom Trust Celtic Rovers Chardon Management Ltd Charles Stanley & Co Ltd Clive Jay Berkley Foundation Creative Scotland Culture & Business Fund Scotland Culture Ireland Drygate Brewing Educational Institute of Scotland Emirates European Athletics EventScotland Friends of Glasgow Museums Glasgow Caledonian University Glasgow Film Theatre Glasgow Museums Members Glasgow Museums Patrons' Circle

Good Things Foundation Great Britain Sasakawa Foundation Historic Environment Scotland Holiday Inn Theatreland / La Bonne Auberge James McNaught Charitable Trust Lawn Tennis Association Lyon & Turnbull McLay Dementia Trust Mr and Mrs William Donalds Memorial Trust Museums Galleries Scotland Nancie Massey Charitable Trust National Galleries of Scotland, National Lottery Heritage Fund National Library of Scotland National Museums of Scotland National Piping Centre National Trust for Scotland Paul Hamlyn Foundation Pollok Area Partnership Promote Shetland Queens Park Charitable Trust Rathbone Investment Management Rothschild & Co Royal Scottish Pipe Band Association Savills Scottish Athletics Scottish Event Campus Scottish Football Association Scottish Government Scottish Government Festival's Expo Fund Sir William Burrell Trust Skills Development Scotland Taltea Limited Tam O'Shanter Trust Tennis Scotland

The Dunclay Charitable Trust The Fidelity UK Foundation The Finnis Scott Foundation The Foyle Foundation The Gannochy Trust The Glasgow Dean of Guild Court Trust The Glasgow Jewish Community Trust The Gordon Fraser Charitable Trust The Great Run Company The Headley Trust The Hugh Fraser Foundation The Leche Trust The Matheson Todd Charitable Trust The Merchants House of Glasgow The Murdoch Forrest Charitable Trust The Nairn Family Trust The National Lottery Community Fund The Open University in Scotland The PF Charitable Trust The Scottish Government The Tay Charitable Trust The Taylor Family Foundation The Turtleton Charitable Trust The W A Cargill Fund The W M Mann Foundation The Weatherall Foundation Trust The Wolfson Foundation Turcan Connell Wales Arts International William Syson Foundation **UK** Athletics UK Government UK Sport UKSE University of the West of Scotland

Union Cycliste Internationale V & A Dundee. VisitScotland World Athletics



As a charity, we rely on your support to help more people live a great Glasgow life. Visit our website to find out how you can get involved.

Glasgow Life

38 Albion Street Glasgow G1 1LH Phone 0141 287 4350 E-mail info@glasgowlife.org.uk Web www.glasgowlife.org.uk



Glasgow Life, registered as Culture and Sport Glasgow, is a Scottish Charity (No SC037844) regulated by the Scottish Charity Regulator (OSCR)