



Get the most out of
GlasgowLife™

Our
ANNUAL REVIEW
AND PERFORMANCE REPORT
2013/14

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



17.9 million attendances, a new record.
Up by 300,000 compared to previous year.



6.6 million attendances in sports facilities, up by 5% on previous year.



5.5 million visits to Glasgow's 32 community libraries and the Mitchell Library.



3.2 million visits to Glasgow's nine award-winning civic museums.



1.5 million visits to Glasgow's community facilities and public halls.



700,000 attendances to Glasgow Art and Glasgow Music venues in the city.



77,000 Glasgow Young Scot and Kidz Card holders.



36,500 members of the Glasgow Club, up 26% and a new record.



6.8 million visitors across our websites, and 3.8 million unique visitors.



330,000 unique social media users, up 17% compared to the previous year with
650,000 social media interactions, up 24% compared to the previous year.

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Our *Chair's welcome*



"My life has completely turned around. I never thought this would happen – I'm so lucky."

Those are the words of Sam Maxwell, a young woman from Dalmarnock who at the age of 15 walked out of school and never went back. Her options after that were limited, as she admits she was "out of control".

Now, she is working at the Emirates Arena, one of many young unemployed people from the local area who were given support and training to apply for posts in the facility. Sam's life has been transformed – and that is what we do at Glasgow Life. We build confidence and ambition for all, changing lives for the better. As we enjoy everything that the Glasgow 2014 Commonwealth Games brings to the city, legacy is not just about our outstanding sports and cultural offer, it is about people like Sam and so many others who have been given new hope and opportunity for a brighter future.

I'm very proud to say that last year we supported 22 modern apprenticeships across our services. What's more, we helped 42 young unemployed people, like Sam, to secure a job in our facilities, such as Tollcross and the Emirates Arena – that's what real legacy is.

Every service at Glasgow Life is designed to make a difference – and we are delivering. Last year, yet again, we recorded record attendances - more than 17.9 million, up 300,000 on the previous year. Our services continue to score highly in customer satisfaction surveys and are, by some margin, valued most by our citizens.

While all eyes are on the elite athletes for the Diamond League and Commonwealth Games, our sports fans have been using our facilities like never before. Thanks to continued investment – some £200 million in recent years – members of the Glasgow Club have access to the very best health and fitness equipment. Last year, we recorded some 6.6 million attendances at our sports facilities, up by 5 per cent on the previous year. Membership of the Glasgow Club – Scotland's biggest health and fitness network – has soared to 36,500 members, up by 26 per cent and a new record.

Glasgow has retained its position as one of the world's Ultimate Sports Cities, as we moved to number 8 in the ranking ahead of global capitals and Olympic cities, such as Madrid, Paris and Tokyo. Year round we have a programme of major sporting events and last year, we enjoyed seeing the Great Scottish Run broadcast live on the BBC, with more than 25,000 runners making their way past some of our most iconic landmarks.

The British National Road Race Championships came to the city centre – a first in the UK. More than 35,000 people lined the streets to cheer on some of the finest racers in the world, with Mark Cavendish and Lizzie Armistead coming out on top and just a few months later we hosted the 2013 UCI Junior Track World Championships at the Sir Chris Hoy Velodrome. There were 254 riders from 32 nations and more than 9,000 spectators, a figure higher than that of the senior event in Moscow. We also played host to the Emirates Airline Glasgow 7s for the second year, attracting new audiences and cementing Scotstoun's place as a leading centre for rugby.

What many won't have seen is the work that's been going on behind the scenes to prepare for the Commonwealth Games. Throughout the planning for the Games, our number one priority has been the people of Glasgow – and that's why every new or refurbished facility was open to the public at least a year in advance of the elite competition. Eight of our venues are being used by the Games and again, we've managed to minimise the amount of time they are required by Glasgow 2014. A team from across the company has been working for the last 18 months to ensure that Glasgow Club users can still stay fit and active during the Games. We've seen classes and equipment moved to community facilities, offering new opportunities for local people, and the opening of two new Super Gyms at Glasgow Club Gorbals and Glasgow Club Bellahouston. By communicating early and investing in new equipment, our customers have responded positively as is reflected in the record membership numbers.

After the Games, we will work hard to ensure that everyone who has been inspired by a summer of sport can get involved and get active. We've planned for success – since 2009, almost 12,500 people have completed coaching courses and the number keeps growing. So far in 2013/14, almost 1,600 people have completed courses, up by 53% on the numbers for 2011/12. We're building the capacity of sports clubs, increasing the amount of volunteers and coaches and this is reflected in the number of young people attending, with junior membership at almost 11,000, up 17%. When there is a 'bounce' from the Games, I've absolutely no doubt that we will be in a position to capitalise on it.

Of course, it's not all about sport. Glasgow is a world-class city, with a world-class cultural offer. In May 2013, the Riverside Museum was crowned European Museum of the Year and went on to win the Musil Prize. The Jack Vettriano exhibition at Kelvingrove proved, yet again, that our commitment to showing works for every audience is paying off. The retrospective, while not popular with some critics, exceeded all expectations by attracting

132,502 visitors, beating the previous record set by the Glasgow Boys exhibition in 2010. Attendances across all nine of our exceptional civic museums remained high, with 3.2 million visits.

Under the stewardship of Board member Sir Angus Grossart and Burrell Renaissance, we are driving forward our ambitions for the Burrell Collection. This unique treasure was gifted to the city of Glasgow 70 years ago and we are doing everything in our power to ensure that what Sir William amassed over 70 years, has a new home worthy of its world-class status. While work takes place to transform the gallery, for the first time, we will be able to share Sir William's great legacy with loans to institutions across the globe, allowing this great collection the opportunity to be rightly recognised as one of the world's finest.

It's been an incredible year, one in which Glasgow Life has been central in delivering the best ever Commonwealth Games, not only in terms of sport, but culture and lasting legacy. But our ambition doesn't stop at 2014. We are already working on hosting the 2015 World Gymnastics Championships and the IPC World Swimming Championships. Also next year, we will be the first Scottish city to host the Turner Prize, confirming our status as a global centre for contemporary art.

Our ambition for this great city knows no bounds and our continued success would not be possible without the passion and dedication shown by our staff and volunteers each and every day. I wish to thank them and I want to thank the Board and the management team who work tirelessly for the people of Glasgow. This year, 2014, has been Glasgow's time to shine on a global stage and we're shining very brightly indeed.



Councillor Archie Graham

Our *Chief Executive's welcome*



It's been an incredible year. We have spent considerable time and effort to ensure that the Commonwealth Games are a huge success and staff from right across Glasgow Life have been at the heart of our efforts. While the Games are incredibly important, they are not an end point, but a marker on how far we have come and how much more we want to achieve for the citizens of, and visitors to, Glasgow.

It is how we have used the Games to improve the lives of the people of Glasgow that is important. Our Host City Volunteer programme is an outstanding example of how the Games can make a difference. An army of more than 1,500 volunteers have been recruited to help visitors to find their way around during Games time and offer an insight on what to see and do. They are the smiling face and warm welcome, but many have faced barriers to volunteering in the past, including issues with disability, unemployment or childcare. Our teams have worked hard to recruit and support those who will benefit most from the opportunity and, with continued support, use the experience to improve their opportunities for years to come.

As our Chair mentioned, we have planned for a real and lasting legacy from the Games and we will deliver. The same can be said of the Glasgow 2014 Cultural Programme. Glasgow Life, in partnership with Glasgow 2014 and Creative Scotland, has led on the planning and delivery of one of the most ambitious cultural celebrations the city has ever seen. Culture 2014 is the Scotland-wide cultural countdown to the Games and, as has been seen with the welcome of the Queen's Baton Relay, it has excited and energised

communities across the country. Just as the baton reaches the Host City, so too the cultural celebrations have been designed to lead back to Glasgow and Festival 2014, the Games time explosion of entertainment and performance which will transform the city, putting a smile (we hope) on everyone's face. In Glasgow alone, we will enjoy more than 1,000 performances in more than 100 venues – with an incredibly ambitious programme which joins city, nation and Commonwealth in celebration.

Unlike some other major events, where specialist staff are brought in to deliver such programmes, we have made sure that our skilled staff have been at the centre, planning and delivering as much of the programme as possible and learning from external expertise when required. Our Arts and Music teams have been working with hundreds of artists and cultural organisations to ensure that Festival 2014 has something for everyone, no matter whether they have tickets to the sporting action or not, everyone has a chance to be part of the Games. There's never been a celebration like it – and we know it will capture the imagination as Glasgow puts on a party like no other.

Our Events teams have been planning huge celebrations in iconic locations like Glasgow Green, the Merchant City and our latest cultural venue, the recently refurbished Kelvingrove Bandstand. Our area teams have been working with local communities on hundreds of events which will bring the Games to people's doorsteps, just as the Queen's Baton will work its way through every ward in the city. Our teams in our existing cultural and community venues have been changing their programmes, whether

through new exhibitions or activities, to reflect the arrival of the Games and celebrate our contribution as a world-class city. Of course, none of this would have happened without our support services in admin, procurement, marketing, media, finance and many more, who assist frontline staff in making things happen.

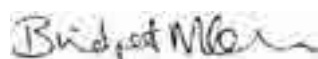
Long after the final fireworks have gone out at the Closing Ceremony on 4 August, staff from across Glasgow Life will have learned new skills, the legacy of which will be of great importance to the city, as we bid for other major events in years to come. What's more, like so many in the city, we want our staff to have enjoyed new experiences, creating memories which will last for a lifetime. Being excited by major events like the Commonwealth Games can be difficult if you face challenges and barriers, which prevent participation. We must be able to respond to the changing needs of our customers and across our community libraries we're working to help those who are being affected by welfare reform by providing the digital skills required to apply for benefits or seek jobs online. But more than that, we will provide more support, so that those who may be engaging with our services for the first time, understand other opportunities open to them through learning, sport and culture.

Similarly, our ground-breaking partnership with Macmillan Cancer Support continues to transform lives. The Macmillan@Glasgow Libraries service is available to every cancer patient in the city and provides access to specialised help within their local community. The initiative was the first of its kind and has provided a model of best practice for the rest of the UK. It's not only help and advice that's on-hand, but those living with cancer can also access specialist sport and physical activity programmes to help in their recovery.

Right across Glasgow Life, what we do makes a real and significant difference to people's lives. From boosting the spirits with our music programme or another outstanding Celtic Connections programme bringing warmth in the middle of a Glasgow winter, to the fun and exuberance of the Glasgow Mela and World Pipe Band Championships, people feel proud of what the city can achieve. From our learning teams, helping people to learn how to speak English and those leading Bounce & Rhyme sessions, boosting parenting and literacy skills, or helping young people to find their way and boost their skills and confidence, what we do makes a real and significant difference.

Of course, none of this would be achieved without the support of our partners, not least Glasgow City Council on whose behalf we deliver these services.

So while we may look forward to the fantastic events planned for 2015 and beyond and our hugely exciting plans for the redevelopment of the Kelvin Hall and Burrell Collection, our continuing priority is to enrich, and improve, the lives of our citizens and visitors through sport, culture and learning. Thank you to everyone who supports us in our shared ambition for our great city.



Dr Bridget McConnell

April Highlights

Aye Write, Glasgow's Book Festival took place in the Mitchell Library from 12-20 April 2013. This hugely successful event opened with Sandi Toksvig and a Cookie Cabaret, culminating in a celebratory relaunch of William McIlvanney's novels.



May Highlights

For the second year, The Emirates Airline Glasgow 7s – the Scottish Leg of the HSBC Sevens World Series – returned to Scotstoun Stadium, attracting 26,500 spectators, with international coverage reaching 359 million households in 144 countries.



June Highlights

The British National Road Race Championships were held in Glasgow – the first time the event has been held in a major British city. 35,000 people came to watch as Manxman Mark Cavendish was crowned the winner.



July Highlights

Merchant City Festival had its most successful year to date, with 100,000 visitors enjoying a range of events – underpinned by a strong XX Commonwealth Games theme.



August Highlights

8,000 performers received a warm welcome in Glasgow as they arrived to take part in the World Pipe Band Championships. Over two days, 25,000 people flocked to Glasgow Green to hear them.



September Highlights

The Jack Vettriano Exhibition at Kelvingrove Art Gallery & Museum broke all box office records. It attracted over 135,000 people, with late night openings to cope with overwhelming demand.



October Highlights

The Great Scottish Run attracted over 25,000 runners, and for the first time was broadcast live on BBC Scotland. Ethiopia's Haile Gebrselassie won, setting a new course record.



November Highlights

We received 125,000 requests for 13,000 Christmas light turn-on tickets. The ice rink in George Square opened as part of the hugely successful 'Glasgow Loves Christmas' celebrations.



December Highlights

Glasgow Loves Christmas returned, with more events, acts and activities than ever. The programme included free nightly entertainment and family-friendly weekend activities in the Christmas Marquee every day until 5 January 2014.



January Highlights

Now 21 years old, Celtic Connections enjoyed its highest ever attendance, with audiences topping 110,000. Celtic Connections highlights included gigs by Del Amitri and the International Burns Night at the SSE Hydro.



February Highlights

Over 300 volunteers and guests were invited to an inaugural 'Celebration of Volunteering' event in Kelvingrove Art Gallery & Museum.



March Highlights

Tramway presented the first major exhibition in Scotland of Sarah Lucas' work, bringing together key works from the past twenty years. Lucas is one of Britain's most important sculptors, and a key figure in the Young British Artists scene of the 1990s.



Our *Thanks to . . .*

Glasgow Life would like to thank our individual supporters, our corporate partners and supporters 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 and finally, our 2,753 members of staff and all of our volunteers, who work incredibly hard to deliver world-class services across Glasgow Life.

Glasgow Life – Corporate Supporters

Glasgow Life launched a new corporate partnership offer in 2013/14 and we are delighted to have been supported by Bam Properties and Sir Robert McAlpine. Their support for Glasgow Arts and Glasgow Sport helps us to continue delivering vital services for Glasgow citizens.

City Supporter - Arts



City Supporter - Sport



Naming Rights Partner

Emirates Arena
Emirates

Aye Write! Glasgow's Book Festival

Baillie Gifford
Blythswood Square
Scott Moncrieff
The Herald
National Library of Scotland
Waterstones

Celtic Connections

Evening Times
Sunday Herald
Scotrail
University of the Highlands and Islands
Friends of Celtic Connections

O2 Glasgow Mela

O2
Forestry Commission
Rubicon (A.G. Barr)
Strathclyde Fire and Rescue

Glasgow Sportsperson of the Year Award

University of Strathclyde

Glasgow Youth Games

Glasgow Airport

Bank of Scotland Great Scottish Run

Bank of Scotland
Strathmore (A.G. Barr)

Merchant City Festival

Merchant Square
Fraser Suites

UCI Junior Track Cycling 2013

Highland Spring

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 projects ranging from the Young Person's Art Competition to a catalogue of Burrell tapestries.



Burrell's Masters of Impressionism

A. M. Lyall
 Raymond & Brenda Williamson
 Ross Graham
 The O'Connell Family
 Harry and Maureen Blee
 Helen & Hugh Rorrison
 Bill and Edna Ireland
 Morag Shearlaw
 Ernst Reimann
 Steve & Marna Matheson
 Joy & Howard Crooks
 Bill Goudie
 Sheila & Tom McGuffog
 Dr. D. A. Lunt
 Calum M. Murray
 Michael Hutchinson
 Allan & Jennie Durward
 Morna Mathers
 Ernest & Irene Duckett
 Keir Fisher
 Mr Colin Clark
 J. D. Campbell
 Dr. Alan Macdonald

How Glasgow Flourished 1714-1837

Mr & Mrs MacLeod
 H R & S McKendrick
 The McLellan Family
 Morna Mathers
 Robert & Susan Paterson
 Andrea Jack
 Bill Goudie
 Alan G Hughes
 Miss E. Geddes
 Professor & Mrs John Arnold
 Michael & Margaret Moss
 Friends of Glasgow Museums

Jack Vettrianno; A Retrospective

Carol McKee
 Kimberley Nelson
 Harry & Maureen Blee
 E & J Simpson
 The McGlashan Charitable Trust
 Mark McKee Trust

Kelvingrove Organ Programme

Lord Macfarlane of Bearsden KT
 Dr Leslie Wolfson
 Sir Arnold Clark
 Iain Harrison
 Boyd Tunnock
 W M Mann

Trusts & Foundations

Burrell's Masters of Impressionism
 The Dunard Fund
 John Liston Scottish Charitable Trust

Tramway

Henry Moore Trust
 Albert Drive Project - Awards for All,
 Creative Scotland First in a Lifetime Fund

We would like to thank the large number of sport, cultural, educational and community organisations and governing bodies who contribute to our work.

Finally we would like to thank our 2,763 members of staff and all of our volunteers, who work incredibly hard to deliver world-class services across Glasgow Life.

Our *Corporate Directory*

Glasgow Life would like to express their sincere thanks and gratitude to The Rt. Hon. Sir George Reid, Sir Duncan Rice, and the late Councillor Allison Hunter, for giving their time, knowledge and expertise as Board Members during 2013/14.

Culture & Sport Glasgow Board as at 31 March 2014

Councillor Archie Graham (Chair)

Sir Angus Grossart

Councillor Frank McAveety

John McCormick

Councillor Emma Gillan

Mel Young

Councillor David McDonald

Dr Lesley Sawers

Councillor Soryia Siddique

Dilawer Singh MBE

Dr Bridget McConnell

Glasgow Life Leadership Team

Chief Executive

Dr Bridget McConnell

Chief Operating Officer

Susan Deighan

Director of Finance and Governance

Martin Booth

Director of Sport and Infrastructure Support

Ian Hooper

Director of Cultural Services

Jill Miller

Director of Policy and Research

Mark O'Neill

Culture & Sport Glasgow (Trading) CIC Board as at 31 March 2014

Dr Lesley Sawers (Chair)

Dr Bridget McConnell

Councillor Archie Graham

Sir Angus Grossart

Councillor Frank McAveety

John McCormick

Councillor Emma Gillan

Mel Young

Councillor David McDonald

Dilawer Singh MBE

Councillor Soryia Siddique

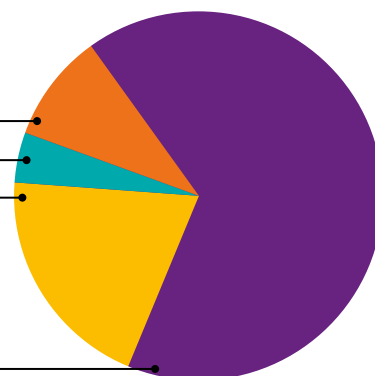
Our

Income and Expenditure

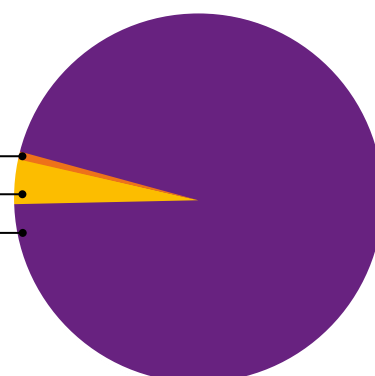
including CIC and sponsorship information

Financial Performance - Glasgow Life

Income 2013/14	£000's	
Grants and Donations	16,464	12.7%
Community Interest Company	6,797	5.3%
Leisure and Cultural Activities	27,857	21.5%
Interest Received	137	0.1%
Service Fee - Glasgow City Council	78,096	60.4%
Total	129,351	



Costs 2013/14	£000's	
Governance	566	0.4%
Community Interest Company	4,723	3.6%
Leisure and Cultural Activities	124,897	96%
Total	130,186	



	£000's
Deficit on Ordinary Activities	835
Reserves brought forward	2,823
Reserves	1,988

Culture and Sport Glasgow (Trading) Community Interest Company

	£000's
Turnover	6,808
Cost of Sales	2,814
	3,994
Operating Expenses	1,909
Operating Profit	2,085

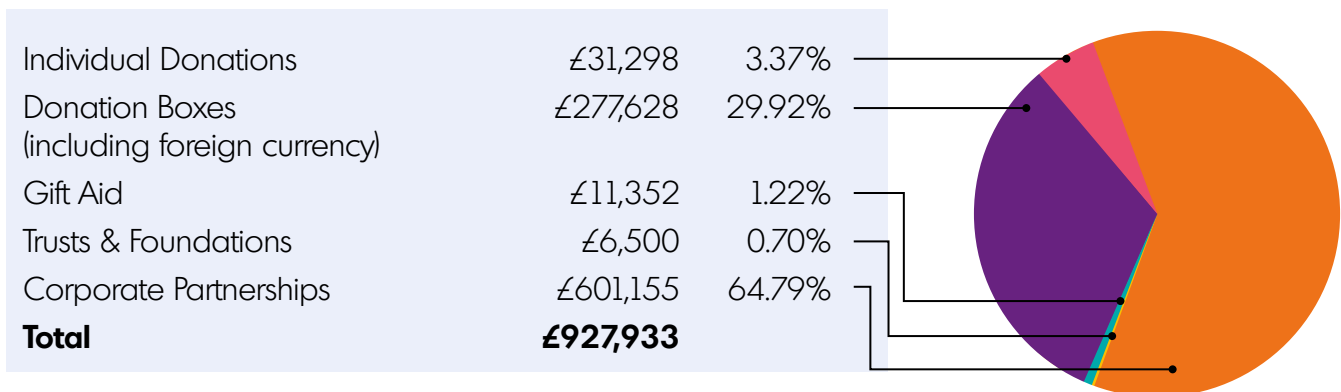
Our *Fundraising Performance*

We increased our fundraising income by 34% in 2013/14 – thanks to our teams’ strategic work over the last two years. We’re continuing to build strong relationships to support programmes, events and activities within the city.

Team Highlights

- Improved marketing raised the average donation box contribution by 25% – and total income by £18,000
- Developed a plan to boost donation box contributions by a further £25,000 next year.
- Implemented our new corporate partnership model, and secured five new three-year sponsorships.
- Secured sponsorship of £370,000 for the 2015 World Gymnastics Championships, with a further £190,000 in negotiation against a target of £500,000.
- Completed two museum’s campaigns. ‘Masters of Impressionism’ raised £13,318 – 33% above target and the Georgian campaign raised £11,635 – 70% above target.
- Launched ‘Adopt a Book’ for the Mitchell Library

In the last financial year, we raised £927,933 in voluntary income across the following streams:



Our

Past Performance, Future Promise

Our performance management framework is there to make sure we continually review all our services. It also allows us to measure our services against their contribution to Glasgow Life's strategic objectives – and support the priorities set out in:

- Glasgow City Council's Strategic Plan
- Single Outcome Agreement
- Commonwealth Games Legacy Indicators
- Statutory Performance Indicators (SPIs)

We set SMART targets for all performance measures, and we use Audit Scotland's system to demonstrate progress against target:

- R** More than 5% below targeted performance
- A** 2.5% to 4.9% below targeted performance
- G** Meets or exceeds targeted performance

During 2013/14, we agreed to report to Glasgow City Council on these three areas of activity:

Measure	Target	Actual	Status
The number of attendances at Glasgow Life directly managed venues excluding festivals and events	16.1 million	17.2 million*	G
Income generated through the company's charity and CIC	£33 million (charity) £27.6 million (CIC) £5.4 million	£37.2 million	G
Contribution to the XX 2014 Commonwealth Games and the Legacy Framework	Lead on the Active theme	On track	G
	Develop the <i>Cultural Plan</i>	On track	G

*A further 700,000 attendances were recorded at key events, festivals and musical performances during 2013/14, resulting in a year end attendance figure of 17.9 million.



The early legacy from hosting the XX Commonwealth Games

Although the delivery of legacy associated with large sporting events is a relatively recent phenomenon, Glasgow has benefited enormously since winning the bid to host the Games.

Across the city, we've seen some £200 million invested in sporting venues, including:

- Emirates Arena
- Kelvingrove Lawn Bowls refurbishment
- National Hockey Centre
- Scotstoun Leisure Centre and Stadium
- Tollcross International Swimming Centre
- Toryglen Regional Football Centre

This investment has led to the city securing some high profile national and international events in 2014/15:

- British Swimming Championships (2014)
- BWF Badminton Grand Prix (2014)
- IPC European Swimming Championships (2015)
- FIG World Gymnastics Championships (2015)

All new and refurbished venues meet long-term national and civic needs. Unlike the majority of previous games, all the new venues have been open to the public at least one year before the games begin.

Manchester (host city 2002) showed that the legacy effect can be short lived – if the voluntary sports sector can't respond to a surge in interest from young people, the demand quickly evaporates. That's why we've placed a big emphasis on leading the City's Strategic Volunteering Framework and the Host City Volunteering programme.

By supporting clubs to recruit more volunteers, raise their standards and train more coaches – and by enhancing school-club links – we're supporting the voluntary sector to capitalise on any upsurge in demand.

Glasgow Life is responsible for the Active theme within the Legacy Framework. Progress is reported to the Glasgow 2014 Group and is monitored by the Sport and Active Group. Performance is reported to the 2014 team on a bi-annual basis.

By providing a range of new and improved world-class venues across the city, alongside increased support for sports clubs and physical activity classes, more people than ever before are being encouraged to adopt more active lifestyles. Growing Glasgow Club membership is increasing the talent pool from which world-class athletes are emerging.






The indicators of early legacy success are:

- The number of clubs working with Glasgow Life has almost doubled from 327 in 2009/10 to 636 in 2013/14. This growth in clubs has resulted in a corresponding increase in the number of volunteers (rising from 2,139 to 3,848), coaches (up from 2,018 to 3,963) and club members (more than tripling from 4,485 to 16,535) which are eligible for, and benefit from Glasgow Life's support.
- New member recruitment and retention, has been supported through club showcase events and taster sessions in Glasgow schools with 3,778 school-to-clubs links created since 2009.
- Since 2009, participants have completed 14,783 coaching courses, positively impacting on their performance. Glasgow Life supported 112 clubs to achieve quality scheme accreditation - a significant increase from the 34 which were accredited in 2009.
- Through the development of Community Sport Hubs (CSH), clubs are being encouraged to undertake joined up promotion activity and to develop and share community sports facilities. Seven CSH have been developed at Drumchapel, Whiteacres, Easterhouse, Eastbank, Hillhead, Scotstoun, Croftfoot and Kings Park. In conjunction with sportscotland, a review of the utilisation of school estates, community centres and church halls has been completed with a view to widening access and developing more sports hubs based around these facilities.
- In partnership with National Governing Bodies and citywide sport organisations, Glasgow Life has developed Whole Sports Plans (WSPs) for 15 sports. The delivery of these plans will strengthen and develop citywide competition pathways and sports squad structures. A commitment to sports development has seen increasing numbers of Glasgow-based athletes in performance programmes each year – from 316 in 2009/10 to 453 in 2013/14.
- The effectiveness of performance programmes is evidenced by the 77 Glasgow athletes achieving selection to the Scottish Institute of Sport during 2013/14 – more than doubling the 2009/10 baseline of 34.
- During 2013/14, 60 young people participated in the Playground to Podium Initiative which nurtures disabled young people and disabled athletes through sporting pathways. A Disability WSP is currently under development with implementation beginning in August 2014.
- In addition to PE provision, during 2013/14, almost 30,000 physical activity extra-curricular opportunities (breakfast, lunch and after school) were provided across Glasgow's schools, supported by 804 trained volunteers – more than double the 384 volunteers in 2012.
- In 2013/14, 1,303 young people received Sports Leadership Awards – a huge increase from the 250 receiving an award in the 2009/10 baseline year.
- A range of programmes to get the adult population more active has been developed including Silver Deal Active, Vitality, Live Active GP Referral Scheme, Movemore and Running, and Walking Networks. These projects have recorded 614,725 attendances since 2009. Throughout 2014, the Evening Times has been helping to promote these participation programmes and sports facilities via its year-long Active 2014 campaign.
- 2,157 diversionary programme sessions in a variety of sports were delivered in areas of high crime in 2013/14, resulting in 40,867 attendances.
- Since 2009, some £200 million has been invested in sports facilities across the city including those which will serve as Games venues. Over this period, attendances across all of Glasgow Life's sports facilities have grown from 5.4 to 6.6 million. Unlike other mega events, all new or upgraded Games venues were designed around the community's use and needs, were completed on budget and were open for use before the Games began.

Statutory performance indicators

We report our performance against five Statutory Performance Indicators (SPIs). This is part of our contractual agreement with Glasgow City Council – we report them every year to Glasgow Life’s Board and Glasgow City Council.

The figures below were audited by Glasgow City Council, before being submitted to the Improvement Service in June 2014.

Measure	Target	Actual	Status
Sport and leisure: the number of attendances per 1,000 population for all pools	2,913	2,634	
Indoor sport and leisure facilities: the number of attendances per 1,000 population	6,007	7,853	
The number of visits to/usages of council funded or part funded museums per 1,000 population	5,407	6,020	
The number of visits in person to council funded or part funded museums per 1,000 population	5,303	5,832	
The number of visits to libraries per 1,000 population	8,773	9,305	

The number of attendances per 1,000 population for all pools is below target. There are a number of reasons for this, mainly the unplanned closure of North Woodside Pool for extensive renovations, and the closure of Tollcross International Swimming Centre to prepare for the XX Commonwealth Games.

The board monitors the annual attendance target and scrutinises the contribution of each individual service to this corporate indicator.

Measure	Target	Actual	Status
Breakdown of the number of attendances at Glasgow Life directly managed venues, excluding festivals and events	16,137,000	17,158,167	Ⓞ
Glasgow Libraries	5,253,500	5,537,154	Ⓞ
Glasgow Museums	3,001,000	3,196,637	Ⓞ
Glasgow Art	300,000	351,432	Ⓞ
Glasgow Sport	6,266,500	6,599,174	Ⓞ
Community Facilities	1,316,000	1,473,770	Ⓞ

A further 712,416 attendances were recorded at key events, festivals and musical performances in Glasgow during 2013/14. The total figure for attendances across all Glasgow Life services was 17,870,583 – up 1.7% on the previous year.

Targets for 2014/15

A target of 16,692,500 has been approved for attendances at Glasgow Life directly managed venues for the next financial year.

This target takes into account a number of factors, including:

- Planned handover of eight sport venues to the XX Commonwealth Games Organising Committee
- Opening two super gyms at Gorbals and Bellahouston
- Impact of welfare reform on library use
- A series of planned closures for maintenance and refurbishment including the GOMA and Possilpark library
- Planned programme of maintenance for community facilities

Venue	Target
Glasgow Libraries	5,574,000
Glasgow Museums	3,053,900
Glasgow Art	350,000
Glasgow Sport	6,313,000
Community Facilities	1,401,600

The 2014/15 target for income generated through the company's charity and CIC is as follows:

Income generation	Target
Income generated through the Company's charity and CIC	£33.5 million
Charity	£28.3 million
CIC	£5.2 million

We will continue to lead on the 'Active' theme for the Glasgow 2014 XX Commonwealth Games. We monitor our progress against project activity and output indicators, covering:

- Club coaching and volunteering
- Whole sports plans
- Active health
- The cycling strategy
- PEPASS (Physical Education, Physical Activity, School Sport)
- City sports facilities

Our progress is monitored by the Sport and Active Glasgow Group. We report our progress to the Glasgow 2014 Group every quarter.

The Cultural Programme was launched at the People's Palace and Winter Gardens on 16 July 2013 – it will be a key part of the Games experience for spectators and visitors. Running until the end of August 2014, it will showcase the best of Scottish culture, alongside creative work from across the Commonwealth.

- **Culture 2014** is the Scotland-wide cultural countdown to the Games, and carries on after the closing ceremony. Many events will happen from mid-June to tie-in with the Queen's Baton Relay, the global precursor to the Games, as Scotland's towns and communities celebrate as the baton passes through.
- **Festival 2014** is a massive Games celebration in Glasgow, which runs alongside the sporting action. It will transform the city from 19 July to 3 August – an exhilarating mix of entertainment and culture, which will fill the streets, spaces and stages of Glasgow.

Highlights of the Glasgow 2014 Cultural Programme include:

- **Big Big Sing** – Produced by Glasgow UNESCO City of Music, this is a range of inspiring singing events taking place across Scotland from October 2013. It includes 'Big Sings', an online Commonwealth choir, and staged events in Glasgow during the Games.
- **Perch** – A spectacular global performance on multiple stages, high above the streets in Scotland, Australia, and Brazil. Perch brings together aerial theatre, street theatre, community participation, music and media broadcast.
- **Blueblock Studio** – An interactive pop-up space for children aged four and under to enjoy energetic and immersive storytelling performances linked to the Commonwealth values of friendship and understanding.

Our *Contribution*

to Glasgow City Council's Strategic Plan themes

Glasgow City Council has set the strategic priorities that will deliver real progress and achievement in Glasgow over the next five years. Glasgow Life aligns its services to these strategic priorities, so that we can demonstrate how we deliver for citizens and visitors alike.

This report marks the beginning of a new outcome-focussed framework for Glasgow Life. Over the past six years Glasgow Life has increased attendances across our venues by 5% to 17.9 million in 2013/14.

We're now moving beyond what we do well locally, to evaluating the impact of our work on Glasgow's citizens and its many visitors. In fact, this annual review is the first to publish information and evidence showing how Glasgow Life has contributed towards the Strategic Priorities of Glasgow Life, Glasgow City Council and other key community partners – as set out in their strategic plans.

We believe that culture and sport contribute significantly to most – if not all – of the local strategic issues. However, we need to do more to measure and communicate these effects. That's why we're now measuring our performance using the logic model framework:

- Logic models – these map how inputs (staff, funds, buildings) generate activities which produce quantifiable outputs (numbers of services and service users) and how these outputs are designed to deliver our outcomes.
- RE AIM (Reach, Efficacy, Adoption, Implementation and Maintenance) – this is a framework which tests these models against the available evidence to see

whether we reach the right people in sufficient numbers and frequently enough to make a real difference.

We'll continue to gather evidence to demonstrate Glasgow Life's contribution to Glasgow City Council's broader agenda. It can take many years – and even decades – to see marked changes in public health. However, our early work is showing solid evidence of the difference we make.

Economic growth

We're committed to improving opportunities for everyone in Glasgow. This includes our commitment to the city's economic growth through employment, sectoral leadership and high profile national and international events.

Last year, we supported 22 modern apprenticeships across our services, and 120 school placements. We've helped 42 young unemployed people to get work in new facilities, such as the Emirates Arena, delivering on the city's priority to get more people into training and work.

Glasgow Life is also the main provider of both introductory digital learning and free internet access in the city. In 2013/14 our Digital Learning team introduced almost 10,500 attendees to 2,200 digital learning opportunities across our network of 32 community libraries and the Mitchell Library.

On top of this, library users accessed over one million hours of free internet access, using the 625 terminals in our learning centres.

Due to welfare reforms, which encourage job seekers to look for and apply for jobs online, more people than ever before need



digital skills than ever before. The people most affected by these changes fall into the demographic groups least likely to have digital skills – which poses a major challenge. To make sure we reach the people who don't have digital skills at the moment, we have:

- Increased digital learning hours.
- Introduced a new 'online job seeking' course.
- Established referral routes with local Jobcentres.
- Developed a three hour 'Digital Crash Course', to help those with little or no digital skills through the new online Universal Credit forms.
- Developed a self-help guide for Universal Job Match clients.
- Developed a new outreach approach using tablet computers (and 3G/MiFi connectivity) to target excluded groups and take digital learning beyond libraries. This was launched in December 2013.
- Worked with city partners and community groups to deliver basic digital skills to those most in need. For example, we've recently established a strategic partnership with Queen's Cross Housing Association.

The work on digital learning and welfare reform also reflects the wider Digital Glasgow strategy. In particular, we're working with other learning providers in Glasgow to help boost the uptake of digital skills.

Glasgow Life leads the city's Strategic Volunteering Framework, and the Host City Volunteering programme for the XX Commonwealth Games 2014, ensuring that Glaswegians can participate in the Games.

All our volunteering opportunities are now on the Glasgow Life website, and also available through a Freephone number. We also promote our volunteering opportunities through partnerships with Volunteer Glasgow, SportScotland, Event Scotland and other national bodies. We're committed to showcasing the benefits of volunteering and increasing the range of volunteer opportunities we offer.

In economic terms, the World Pipe Band Championships generate a substantial return on investment with the event worth £4.81 million to Glasgow's economy and £5.23 million to Scotland's economy in net expenditure terms. Similarly, an economic impact assessment revealed that the Merchant City Festival generated £0.6 million for the city, as well as supporting 12 full time (or equivalent) jobs.

A World Class City

Through its Chief Executive, Glasgow Life leads the World Class City priority, as outlined in Glasgow City Council's Strategic Plan.

- In 2013/14, record numbers of people engaged with our services. There were more than 17.9 million attendances at venues, events, festivals and concerts.
- Glasgow Life in partnership with Glasgow 2014 and Creative Scotland has led on the planning and delivery of one of the most ambitious cultural celebrations Glasgow has ever seen. The Cultural Programme for the Games, Festival 2014 and the delivery of Cultural Events – in the run up to, during, and after the Games.



- The Cultural Programme began in July 2013 and will continue up to and after the Games, with a fantastic array of cultural events across the city. Events that are included in the cultural programme are Glasgow International Festival, Celtic Connections Festival, Merchant City Festival and Glasgow Mela.
- As the Queens Baton reaches the Host City, Festival 2014 will transform the city from 19 July to 3 August with an invigorating mix of entertainment and culture all over Glasgow. The Festival 2014 programme will feature theatre, dance, music, visual arts, comedy and multi-media. There will also be intimate shows and outdoor spectacles, as well as work within theatres, community centres and public spaces.

The city of Glasgow owns one of the richest museum collections in Europe, displayed in nine world-class museums across the city: two of which have been awarded five stars from the Scottish Tourist Board.

Glasgow's museums are important centres for scholarship and research, enriching lives and providing education. There are over 1.4 million objects of national and international significance in the collections, ranging from art and human history to natural history and transport. And our free entry policy makes these important works accessible to everyone.

- In 2013/14 the Riverside Museum was named European Museum of the Year. It also won the prestigious MusIL Award for its 'Journeys to Glasgow' exhibition, and in March 2013 the museum recorded its three millionth visit since it opened in July 2011.
- The Jack Vettriano exhibition at Kelvingrove

exceeded all expectations. It attracted a staggering 132,502 people, breaking the previous attendance record set by Glasgow Boys in 2010, and making it the most popular art exhibition ever staged at the museum.

- Kelvingrove was also among the ten finalists for the Art Fund Prize for Museum of the Year in June 2013, the UK's largest arts prize. The venue attracts one million visits per year.
- Major museums and galleries in the US, Europe, the Middle East and Asia are likely to display the treasures of Glasgow's Burrell Collection – one of the finest art collections in the UK – after Scottish politicians backed a landmark change to Sir William Burrell's bequest.

In recent years, we've invested some £200 million to improve our sports infrastructure. These improvements include Tollcross International Swimming Centre, and the world class £113 million Emirates Arena, which incorporates the Sir Chris Hoy Velodrome.

The city is now ranked eighth in the SportBusiness Ultimate Sports City 2014.

In 2013/14 12,500 under 18s and over 60s were able to take part in free golf sessions. Free swimming was greeted with enthusiasm too – approximately 250,000 free swims are taken each year. We continue to offer free bowling and outdoor tennis for everyone in Glasgow in new and improved facilities, such as the £1.3 million Kelvingrove Lawn Bowls complex. Across our portfolio of five-a-side pitches, we've also introduced a 'happy hour' as part of the Football Action Plan – to allow under 18s to use the facilities free of charge.



Our Chief Executive is the project sponsor for the Community Facilities Review, which supports residents who want to manage their local community facility. We've already made some good progress, including a pilot with Knightswood Community Centre. We've also carried out research into models of delivery and associated cost savings, establishment of systems, processes and guidance to support communities applying for community asset transfer.

On top of this, Glasgow Life works in partnership with Third Sector, Community Enterprise in Scotland (Ceis), Glasgow Council for the Voluntary Sector (GCVS), Corporate Services and Jobs and Business Glasgow – including several Council departments – to deliver the programme.

A sustainable city

Glasgow Life has an ambitious programme to reduce energy consumption by 10% next year.

All our buildings now have automatic meter reading technology – this allows the facilities manager and the service's Energy Champion to monitor consumption patterns to make them more energy efficient. Energy consumption reports are given to building energy representatives every four weeks, tracking consumption against the 10% reduction target. These reports include data on each building's carbon emissions.

To comply with the Waste (Scotland) Regulations, pilot recycling projects are underway in partnership with Land & Environmental Services, Cordia and with support from Resource Efficient Scotland.

A city that looks after its vulnerable people

Glasgow Life works in partnership with Glasgow City Council, the NHS and other public agencies to support vulnerable people.

The Silver Deal Active programme is designed to help older people become more active – improving health and confidence, and reduce social isolation. In 2013/14 almost 35,000 people attended. The project is in partnership with NHSGGC and Glasgow Housing Association (GHA).

The programme of health walks across Glasgow is supported by a range of partners including Paths for All, North Glasgow Healthy Living Community, NHSGGC and Glasgow Life. In 2013/14, 19,626 people took part. A dedicated Walk Glasgow co-ordinator develops connections with organisations who work alongside communities with health inequalities.

Glasgow Life continues to work in partnership with Macmillan Cancer Support, which provides the Macmillan @ Glasgow Libraries service. This service is open to every cancer patient in the city, giving them access to specialised help within their local community. It's the first of its kind in the UK, and has become a model for best practice.

Our Home Library Service helps people who are housebound through ill health or limited mobility. Supported by 41 volunteers, there were 1,100 home visits last year – offering books and a friendly face.



A learning city

Glasgow Life is developing a five-year strategy to support Glasgow in its ambition to become a city where prevention, early years and lifelong learning are strong features of the learning approach.

Our learning offer ranges from helping people to learn to read and write, to working at the highest levels of academia. Our offers are externally evaluated, credit-rated and benchmarked by bodies such as Education Scotland, Scottish Credit and Qualifications Framework, Scottish Qualifications Authority – as well as sports governing bodies.

We're also the key referral agency for city learning partners. For example, we take referrals from Jobentres and other employment agencies, as well as GCC Social Work Criminal Justice, where we're helping to improve literacy amongst offenders. In 2013/14, Glasgow Life and our partners gave almost 13,000 people the support they needed to improve their reading, writing and numeracy – in over 140 venues.

Our community-based teams delivered 289 programmes that supported learning for 7,101 young people. There were 79,158 recorded attendances in 2013/14.

Glasgow Life assigns a staff member to every secondary school in the city, which allows us to forge strong local links with education, and ensure the delivery of the Curriculum for Excellence outside school. 163 programmes engaged 3,129 pupils and we recorded 39,829 attendances in 2013/14. This lets us offer tailored individual support, and quality-accredited courses that give young people transferable skills for employment.

Since March 2013, Glasgow Life has trained 63 people to deliver Youth Achievement Awards and worked with eight new organisations. This means that 221 young people have received ASDAN (Award Scheme Development and Accreditation Network) certificates this year.

Equalities

Glasgow Life aims to provide services which are available to all citizens and visitors to the city. We offer a wide range of services which we are confident provide something for everyone and we believe that the opportunity to access our services should not be determined by factors other than choice – access should not be limited by poverty, by where people live, or by disability, ethnic background, sexuality or faith. Glasgow Life is committed to targeting and tailoring our services to ensure that they are genuinely universal.

While we are aware that we have many areas of good practice in terms of access – some of which are highlighted in this report – we are ambitious to do better. During 2014 we will carry out equality reviews of our services and our organisation to identify areas where we can make improvements in the years to come. Achieving diversity in our workforce is also important to us, so that we benefit from a range of perspectives and reflect the community which we serve.

Glasgow Life and the Commonwealth Games

Glasgow Life has played a central role in delivering a real and lasting legacy from the Commonwealth Games. In sport, culture, learning and citizenship, this is the culmination of years of planning and hard work to ensure that everyone can benefit from the Games.

Since 2009, £200 million has been invested in sports facilities across the city including those which will serve as Games venues such as the Emirates Arena and Tollcross International Swimming Centre. Over this period, attendances across all of Glasgow Life's sports facilities have grown from 5.4 to 6.6 million. Unlike other mega events, all new or upgraded Games venues, were designed around the community's use and needs were completed on budget and were open for use at least one year before they were used by the Commonwealth athletes.

With the provision of new and improved, world-class venues across the city, alongside increased support for sports clubs and physical activity classes, more people than ever before are being encouraged to adopt more active lifestyles.

And it's not just about the elite athletes. During 2013/14, 60 young people participated in the Playground to Podium Initiative which nurtures disabled young people and disabled athletes through sporting pathways. A Disability Whole Sport Plan is currently under development with implementation beginning in August 2014.

A range of programmes to get the adult population more active has been developed including Silver Deal Active, Vitality, Live Active GP Referral Scheme, Movemore and Running and Walking Networks. Delivered in partnership with organisations including NHS Greater Glasgow and Clyde and Glasgow Housing Association, the projects have recorded 614,725 attendances since 2009. Throughout 2014, the Evening Times has been helping us to promote these participation programmes and sports facilities through its year-long Active 2014 campaign.

For young people, in addition to PE provision, during 2013/14, almost 30,000 physical activity extra-curricular opportunities (breakfast, lunch and after school) were provided across Glasgow's schools, supported by 804 trained volunteers – more than double the 384 volunteers in 2012. In 2013/14, 1,303 young people received Sports Leadership Awards – a huge increase from the 250 receiving an award in the 2009/10 baseline year.

Some 2,157 diversionary programme sessions in a variety of sports were delivered in areas of high crime in 2013/14, resulting in 40,867 attendances.

Growing Glasgow Club membership is increasing the talent pool from which world-class athletes are emerging.

Since 2009, the number of clubs working with Glasgow Life has almost doubled from 327 in 2009/10 to 636 in 2013/14. This growth in clubs has resulted in a corresponding increase in the number of volunteers (rising from 2,139 to 3,848), coaches (up from 2,018 to 3,963) and club members (more than tripling from 4,485 to 16,535) which are eligible for, and benefit from Glasgow Life's support.

New member recruitment and retention, essential for club sustainability, has been supported through club showcase events and taster sessions in Glasgow schools, with 3,778 school-to-clubs links created since 2009.

Since 2009, participants have completed 14,783 coaching courses, meaning more club members are receiving improved coaching, positively impacting on their performance. Over the period, Glasgow Life has also supported 112 clubs to achieve quality scheme accreditation (e.g. Clubmark, GymMark, SwimMark and QualityMark) – a significant increase from the 34 which were accredited in 2009.

Through the development of Community Sport Hubs (CSH), clubs are being encouraged to undertake joined up promotion activity and to develop and share community sports facilities. Seven CSH have been developed at Drumchapel, Whiteacres, Easterhouse, Eastbank, Hillhead, Scotstoun, Croffoot and Kings Park. In conjunction with sportscotland, a review of the utilisation of school estates, community centres and church halls has been completed with a view to widening access and developing more sports hubs based around these facilities.

In partnership with sport National Governing Bodies and citywide sport organisations, Glasgow Life has developed Whole Sports Plans (WSPs) for 15 sports. The delivery of these WSPs will strengthen and develop citywide competition pathways and sports squad structures. A commitment to sports development has seen increasing numbers of Glasgow-based athletes in performance programmes each year - from 316 in 2009/10 to 453 in 2013/14.

The effectiveness of performance programmes is evidenced by the 77 Glasgow athletes achieving selection to the Scottish Institute of Sport during 2013/14 - more than doubling the 2009/10 baseline of 34.

The Glasgow School of Sport also continues to excel. In Delhi 2010, a magnificent seven pupils and graduates competed at the Commonwealth Games and in London 2012, Michael Jamieson became their most famous alumni, winning a superb swimming silver at the Olympic Games. Michael will join 11 others from the School of Sport competing for Team Scotland at Glasgow 2014.

Our community teams have been working with partner organisations to increase participation in hundreds of events associated with the Games. From flash mob choirs in shopping centres, ceilidhs and artists working with people to create foster a sense of engagement and pride in the Games.

With more than 1,000 performances across 100 venues in the city during Games time, the Festival 2014 cultural programme has marked one of the biggest celebrations Glasgow has ever seen. Our teams have planned and delivered massive celebrations at Glasgow Green and the Merchant City Festival alongside a curated programme that shows the wealth of Scotland's cultural talent to the world. The success of Festival 2014 will be felt for years to come, with significant legacy for both the creative sector and our staff who have excelled in delivering a hugely ambitious programme.

In partnership with Creative Scotland, Glasgow Life has been instrumental in attracting an estimated £8.65 million in additional investment in arts funding to the city. The Games represent an important income and development opportunity for the city's creative sector and for individual performers and artists including the 3,000 Games ceremony cast volunteers - many of which have been recruited from Glasgow's schools, youth and arts network. The large number of arts, culture, music venues, organisations and festivals in Glasgow is already a key factor in attracting visitors. Almost £20 million has been invested in extending the Glasgow Royal Concert Hall and refurbishing the Kelvingrove Bandstand, providing the city with a legacy of improved facilities and increased performance space for future events.

Finally, our army of more than 1,500 Host City Volunteers have become the face of the Games, providing a warm Glasgow welcome to visitors. Many have been supported through significant barriers to volunteering and as part of our citizenship programme, will be provided with support to be all they can be in the years ahead.





Glasgow Sport



ALMOST 6.6 MILLION ATTENDANCES IN SPORTS FACILITIES, UP BY 5% ON THE PREVIOUS YEAR

2013/14 was a fantastic year for Glasgow Sport, with almost 6.6 million attendances recorded in sporting facilities. This exceptional performance exceeded our target by 5%, and is a further 5% improvement on 2012/13.

Attendances at Glasgow Sport for the last five years

2013/14	6,569,174
2012/13	6,253,347
2011/12	5,897,355
2010/11	5,442,841
2009/10	5,431,917

Glasgow is now ranked as the eighth best sports city in the world, having been given this status at the 2014 SportsBusiness Ultimate Sporting Cities Awards. The SportBusiness Ultimate Sports Cities Awards are internationally recognised rankings of the world's top sports hosts. Glasgow's strong ranking is testament to its international events programme and world-class facilities. At 8th place we rank higher than New York (9th) and Berlin (10th) and also higher than other cities, including Vancouver, Paris, Tokyo, Singapore, Rio de Janeiro and Beijing.



36,500 GLASGOW CLUB MEMBERS

Glasgow Club (Direct Debit) membership is 36,500, an increase of 26% compared to this time last year (29,000). Glasgow Club Pay as You Go Memberships increased to 31,200. The combined PAYG and DD generated £9.3 million income, exceeding target by 3%. This income helps to support a substantial investment in facilities, gym equipment and synthetic sports pitches.

We also offer a **discounted juvenile membership** that has grown from 13,830 in 2012/13 to 19,764 in 2013/14. The membership is aimed at young people aged 14 – 18 years, and is designed to encourage gym attendance. This growth reflects the hard work at local community and club level to engage with young people and start them on a path to healthy habits at an early age.

In 2013/14 Glasgow Sport held a **Sport Showcase** event to encourage young people to take part in different sports. Over 70 sports clubs were involved in city-wide events led by the Club, Coaching and Volunteering Team. The showcase events offered young people a great opportunity to take part in athletics, basketball, gymnastics, handball, lacrosse, judo, and triathlon. It showed the public what was available in their community and gave access to volunteering opportunities, leading to improved employment.

Alternative choices

Glasgow Sport provides a range of diversionary activities for young people, encouraging them to become healthy and active. In 2013/14 we provided 2,157 diversionary sessions with 40,867 attendances across Glasgow. Feedback from local groups and programme managers suggested that participants' behaviour had improved.

Health inequality

In order to stop health inequality, help people on lower incomes and encourage a legacy from the XX Commonwealth Games, we've provided a range of free sport activities.

During 2013/14:

- Over 240,000 free swim entitlements were taken up - 125,000 young people and over 115,000 adults aged 60+ took advantage of the free swim offer in pools across the city.
- Over 12,500 free golf entitlements were taken up - 1,100 by young people under 18 years of age, and 11,500 by the over 60s - across all eight of the city's courses.
- There were 25,700 free tennis attendances across all outdoor venues.
- There were 790 attendances at free 'happy hour' football sessions in eight venues.



**OVER 240,000 FREE SWIMS
WERE ENJOYED**

Free sports provision is backed by Glasgow Sports' Whole Sport Plans, including a city-wide Golf Schools Plan. The target is to provide every P5 pupil with an experience of club golf. Over 100 schools have taken part, and more than 50% of Primary 5 pupils were offered the opportunity to play.

Investment in facilities

Glasgow Life free sports have benefited enormously from the on-going investment in facilities. 12 public outdoor tennis courts have been redeveloped, and floodlights added to three public tennis venues - part-funded by the Lawn Tennis Association (LTA). Kelvingrove Park tennis pavilion was also redeveloped in partnership with the LTA. Glasgow now boasts a strong network of 14 indoor and 22 floodlit outdoor public tennis courts.

Glasgow Life's newest Sports venue, the **National Hockey Centre**, is now open. The £5.5 million project is next to the Glasgow Green Football Centre, and it's the last of the XX Commonwealth Games venues to be completed.

The biennial **Duel in the Pool** is a USA-style swimming event designed to showcase the sport's most exciting swimmers. This year's event was co-hosted by British Swimming, Glasgow Life and EventScotland. It was held at Tollcross International Swimming Centre, a major venue for the Commonwealth Games, and attracted 3,192 spectators. Olympic silver medallist and Glasgow School of Sport graduate Michael Jamieson led the European challenge.

Sport and cancer

Glasgow Sport's Physical Activity and Outdoor team recently launched **CANmove**, a free activity-based programme for anyone living with cancer. Evidence is growing that keeping active before, during and after cancer treatment can have positive results. Regular physical exercise may reduce the risk of cancer recurrence - and keeping active may also improve physical and emotional wellbeing. The 12 week programme is delivered in venues across the city to support people with a cancer diagnosis. Working in partnership with Glasgow Sport, NHSGGC and Macmillan Cancer Support, we make sure the delivery of the programme is safe and effective and kept to the highest of standards. In 2013/14 there were 342 attendances.

The **Silver Deal Active (SDA) programme** continues to help older people get active and improve their health. In 2013/14 there were almost 35,000 attendances. The reported outcomes range from improved strength and mobility, to increased personal confidence and reduced social isolation. As the process of measuring outcomes continues, Glasgow Life will develop mechanisms to measure these benefits.

The programme of **Health Walks across Glasgow** is supported by a range of partners including Glasgow Life, Paths for All, North Glasgow Healthy Living Community and NHS Greater Glasgow and Clyde. In 2013/14 19,626 people took part. Walk Glasgow employs a co-ordinator who develops Health Walks by working with organisations linked to communities with health inequalities.

An independent evaluation of the programme found many benefits, including greater community connection, and an increased ability to interact with people from different cultural and social backgrounds. People experiencing loneliness or isolation also formed new, valued relationships with others on Health Walks.

Scottish Women's Activity Programme

The main aim of this programme is to encourage Black Asian and Minority Ethnic (BAME) women and girls to take part in physical activity in Glasgow. When Glasgow Sport received community feedback, they responded by introducing women-only swimming sessions, with female swimming teachers and lifeguards. One of the outcomes is that young women from ethnic minority backgrounds are now able to exercise in a culturally sensitive environment.

Also, for the fourth year, The Scottish Ethnic Minority Sports Association (SEMSA) / Glasgow Sport women's football team represented Scotland at the annual female only Futsal Festival – an event hosted by the Muslim Women's Sports Foundation.

Disability sports programme

The Curricular Swimming Programme gives around 200 young people – from 25 schools and special units – the chance to take part in aquatics and a learn to swim programme every week. Glasgow Life Disability Adult programmes provide sport and physical activity classes to an average of 150 people a week. These include the hugely popular 1:1 disability swimming lessons, 1:1 disability gym sessions and disability circuit classes. There are over 60 other programmes featuring a range of sports from Boccia

to Tennis. It is expected that the projected outcomes for some disabled participants is that they have the opportunity to integrate with their peers resulting in increased community cohesion.

Glasgow sports clubs

Glasgow has many outstanding clubs, offering a wide variety of sports and activities. Glasgow Sport supports local voluntary sports clubs so that they can grow and become more sustainable.

Glasgow Riderz is now one of the UK's largest junior cycling clubs, and Glasgow Sport has been involved with the club since 2008. Support with a number of development areas has seen Riderz grow from 2 to 14 coaches over the last four years, which has led to membership rising from 20 to 150. Club coaches have accessed Glasgow Sport's volunteer development programmes, with Legacy funding for coach education and new equipment. This support has helped produce Scottish track records and Scottish record holders as well as regional and national titles. The club was awarded Glasgow Sport's Club Mark award in 2013.



GLASGOW RIDERZ
IS ONE OF THE
**UK'S LARGEST JUNIOR
CYCLING CLUBS**

Coaches

Glasgow Sport helps coaches make sure that sport is fun and enjoyable, for everyone inspired by Glasgow 2014. The Glasgow Sport Excel in Coaching Programme was established in 2011 to improve the quality of coaching in the city. It makes sure that volunteer sports coaches achieve the goal of being 'the best coach they can be' at their chosen level. In 2013/14 there were 3,848 volunteers engaged in youth development.

The funding I received from Glasgow Sport was fantastic. It supported me to improve and develop my coaching knowledge. It has allowed me to organise a trip to a CPD

opportunity in the USA to a world-class coaching clinic, which I otherwise may not have been able to attend. I'm incredibly grateful for the support the programme has given me!

Stacey MacDonald – Glasgow Fever Basketball Club

Stacey is 20 years old – she coaches at Glasgow Fever Basketball Club and Glasgow Rocks, working with athletes at all ages and levels. A level 2 coach, she was talent-spotted by Basketball Scotland to become a Coach Educator and has been appointed U12 National Squad Team Manager. Stacey has the skills, motivation, and thirst for knowledge any coach would aspire to. She is a great role model for young people.

Stacey's aspirations were supported by Glasgow Sport's Excel in Coaching Programme. This legacy-funded initiative has seen Stacey attend development workshops and access funding to attend world-class basketball clinics in the USA.

Excel in Coaching – The Glasgow Sport Excel in Coaching Programme was established in 2011 to improve the quality of coaching within Glasgow. With the key aim of ensuring that volunteer sports coaches achieve the goal of being 'the best coach they can be' at their chosen level.

Volunteering – Without committed volunteers, sport in Glasgow could not happen. Glasgow Sport offers support to break down the barriers to volunteering in sport. Glasgow Sport supports the outstanding volunteering that takes place across the city.

'The Legacy Funding has supported me, not only as a volunteer with Drumchapel Gymnastics Club, but it has enabled me to develop as a coach, allowing me to access various qualifications in gymnastics and open up opportunities to pursue a potential career in sport.'

Chloe McKay – Drumchapel Gymnastics Club

Chloe started volunteering at her local gymnastics club when she was 14. Now 19, Chloe is part of 'Coach Core', a sports

coaching employability programme delivered by Glasgow Sport in partnership with The Royal Foundation of The Duke & Duchess of Cambridge and Prince Harry.

A former member of the Glasgow Sport Young Leaders programme, Chloe has gained coaching qualifications which she puts to use inspiring other young people to take up sport.

Glasgow Sport Young Leaders – Since its launch four years ago, 187 Glasgow Sport Young Leaders have volunteered an average of 50 hours a year. This has helped them gain recognised qualifications and sporting experiences, supporting their development and benefiting the local community club where they volunteer.

Community Sport Hubs – Glasgow Sport is working with clubs and volunteers around the city to develop a network of Community Sports Hubs – as part of sportscotland's contribution to the Glasgow 2014 legacy. Nine local sports clubs and other community organisations have joined the hub in Drumchapel, which aims to offer more opportunities for the community to be involved in sport. They will also share good practice and resources.

Glasgow Sport Clubmark – In 2013/14, 25 clubs successfully completed the Glasgow Sport Clubmark accreditation, which demonstrates the highest standards. 71 clubs have achieved this prestigious status.

2014 Legacy – A vital feature of the Glasgow 2014 legacy is to secure long-term jobs for local people. This led to Clyde Gateway setting up an innovative three-month training programme with Glasgow Life. The programme targeted jobless young people with few qualifications and little experience – one of the hardest groups to encourage into work. It succeeded in giving participants qualifications, as well as life-changing experience. All those who completed the course were offered job interviews from Glasgow Life, with 22 young people accepting posts.

Sam Maxwell – Receptionist at the Emirates Arena. Sam aged 21, from Dalmarnock said, ***'I started dogging school when I was 15. I didn't like school, I was bored with it. I just thought, 'this isn't for me' and walked out and never went back. I didn't listen to my parents – I was out of control.***

'My life has completely turned round since getting on the course. I never thought this would happen – I'm so lucky.'

Commonwealth Modern Apprenticeship Initiative

16 young people are taking part in Glasgow Sport's 'Sports Development and Coaching' programme – it's delivered in partnership with National Governing Bodies of Sport, local clubs and organisations, Sport Academy for Scotland and Glasgow City Council's Commonwealth Apprentice Initiative.

The young people gained an SVQ Level 3 Management qualification, national governing body coaching qualifications, and national pool lifeguard qualifications. They've also been trained in event planning and delivery.

Since starting their sports apprenticeships, the young people have supported a number of major events at the Emirates Arena, including the Scottish Open Badminton Grand Prix, World Premier Netball Club Challenge and World Cup Gymnastics.

PEPASS (Physical Education, Physical Activity and School Sport)

During 2012/13, we reviewed our approach to delivering physical education, physical activity and school sport. Glasgow Life, Education Services and sportscotland have been working in partnership to develop an integrated and strategic approach to delivery. The key priorities are:

- 2014 legacy sport
- Physical education and school sport
- Coach education and leadership
- Club coaching and volunteering
- Events and competition

Glasgow Life is working with key partners to make sure that physical education, physical activity and sport become a natural part of the daily routine for Glasgow's families. Each year, more and more children are taking part in physical activity and sport – with better pathways to clubs in local communities.

In 2013/14 there were:

- 1,107 school / club links created
- 16,535 additional junior members of clubs
- 29,472 opportunities provided in primary and secondary schools for extra-curricular activity
- 804 volunteers trained and actively supporting extra-curricular activity



Clyde Powerchair FC

In 2010, a recreational pilot session for Powerchair football was established in Glasgow Club Drumoyne with 6 participants. This evolved into Clyde Powerchair FC, which today has 30 members based at Craigholme Sports Complex. The club has been proactive in developing a national league and a Scottish Cup, with Clyde entering 5 teams.





Glasgow Events



OVER 30,000 PEOPLE WATCHED THE NATIONAL ROAD RACE CHAMPIONSHIPS HELD IN GLASGOW FOR THE FIRST TIME

The Glasgow Events team is responsible for delivering the majority of the City's sports and cultural events.

In 2013/14 Glasgow Events delivered a number of annual high profile international events like the World Cup Gymnastics and the World Pipe Band Championships, plus one-offs such as the National Road Race Championships and the UCI Junior Track World Championships. These were in addition to regular events, like the Merchant City Festival, Glasgow Mela and Glasgow Loves Christmas.

The team works in partnership with a number of organisations and agencies including: Glasgow City Council, Glasgow City Marketing Bureau, EventScotland and sportscotland. They also work alongside Scottish, UK and international governing bodies.

Glasgow Life is committed to bringing major sporting events to the city, and developing sport at all levels. The sport events outlined below are part of Glasgow Sports Events Strategy 2012-2018 which set out our ambitious events programme up to 2018 along with our partners. Events in 2014/15 include World Artistic Gymnastics Championships, IPC European Swimming Championships and European Judo

Championships. Glasgow is now ranked eighth in the world, up one place from 2012, at the biennial SportBusiness Ultimate Sports City Awards in 2014.

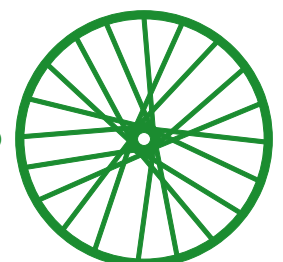
A key feature of Emirates Arena and Sir Chris Hoy Velodrome is to support an international events programme, contributing additional spend in the local economy – from hotel bookings to an enhanced media profile.

Cycling comes to Glasgow

The National Road Race Championships (NRRC) took place in Glasgow in June 2013, for the first time in an urban environment. It's the highlight of the national elite road racing calendar, and attracts the biggest names in the sport, such as Tour de France stage winner Mark Cavendish and Olympic medallist Lizzie Armitstead. Over 600 marshals and volunteers supported the city-wide route closures, and a 30,000 strong crowd turned out. It was named The 'Event of the Year' at the Scottish Sports Awards in Glasgow.

In August 2013, Glasgow also hosted the 2013 UCI Juniors Track World Championships at the Sir Chris Hoy Velodrome. 254 riders from 32 nations took part, and crowd numbers beat all previous junior track events – over 9,000 people came to watch. Global interest was incredible, with coverage from Eurosport, Sky Sports, and two million minutes of competition footage watched online, cementing Glasgow's international reputation as a major cycling city.

UCI JUNIORS TRACK WORLD CHAMPIONSHIPS ATTRACTED 9,000 SPECTATORS



In August 2013, Glasgow welcomed the 7th World Youth Netball Championships to the Emirates Arena. The event showcased the best under-21 players from 20 countries around the world. A record-breaking 3,000 people come along to cheer on Scotland, the largest ever netball crowd in the country.

Rugby

The Scottish Leg of the HSBC Sevens World Series took place at Scotstoun Stadium during the first weekend in May 2013. The event saw its transformation into a 15,000 capacity stadium with over 26,500 spectators attending the event. It also enjoyed significant live international TV coverage on Sky.



OVER 26,500 SPECTATORS
ATTENDED THE HSBC
GLASGOW 7S

Running

The BUPA Great Women's 10K saw over 7,200 entrants take to the streets of south Glasgow. This event also marked the start of Glasgow Life working with running event specialists Nova International, who delivered event operations.



THE BUPA GREAT WOMEN'S 10K
ATTRACTED 7,200 RUNNERS

The Bank of Scotland Great Scottish Run took place in October, and attracted 30,000 people across the Friday School's Event (3,000), Super Saturday's Junior Events (3,400) and Sunday's main 10K and Half Marathon (24,000). The event retained its crown as the largest mass participation sporting event in the country. The Friday Schools Challenge saw 3,000 school children take part in a 1K fun run, and the chance to try over 15 different sports, including volleyball, badminton, hockey and tennis.

Judo

Glasgow's inaugural Judo European Open in October saw 98 competitors from 24 countries attracting an audience of 1,393 to the Emirates Arena, with live streaming providing online coverage. 395 children and 125 adults took part in the taster sessions run by JudoScotland throughout the weekend.

Gymnastics

The team delivered another sell out event for the World Cup Gymnastics in December 2013, with seating capacity significantly increased this year to 5,562 (from 3,984 last year). The event also hosted British Championships espoir competitions, as well as a schools event, giving young aspiring gymnasts the opportunity to compete in world class facilities. BBC1 showed edited highlights.

Sport Relief

Glasgow was only one of three cities in the UK (along with London and Manchester) to deliver the full, three discipline Sport Relief Games, and the only city apart from London with live BBC1 coverage. The event attracted over 1,400 entrants. There were free sports and family activities, supported by local organisations, and a presence from Glasgow 2014 with a Games Information marquee and Clyde (2014 mascot). The national campaign raised over £53 million for charity.

Glasgow O2 Mela

The Mela – one of Scotland's biggest annual multi-cultural festivals – witnessed a record-breaking attendance of 35,000 over one weekend, transforming Kelvingrove Park into a festival of music, dance and food. The two-day event is open to all ages and includes big-name Bhangra acts, colourful street theatre, family activities and school workshops.



THE O2 GLASGOW MELA ATTRACTED
OVER 35,000 ATTENDANCES

Merchant City Festival

This year, the festival celebrated vintage British culture from the 1920s to the 1980s, and attracted approximately 100,000 people. Glasgow 2014 was there, giving out ticket information for the Games and – in partnership with Glasgow Life Sports Development – delivering 9 out of the 17 Commonwealth sports in ‘Come and Try’ sessions. The remaining 8 sports were represented in shorter trial sessions throughout the festival.

The economic impact for the city was evaluated at over £900,000, an increase of 5% on the economic benefits to the city of last year’s festival – 17% of visitors were from outside Scotland. Similarly an economic impact assessment revealed that the Merchant City Festival generated £0.6 million for the city economy and supports 12 Full Time Equivalent (FTE) jobs.

THE MERCHANT CITY
FESTIVAL ATTRACTED
**APPROXIMATELY
100,000 PEOPLE**



World Pipe Band Championships

This popular event attracted 225 pipe bands, featuring 8,000 participants – from 17 countries – and some 24,000 spectators. The event showcased over two days for the first time, but attendance figures were 33% down on last year’s one day event – due to heavy rain on the Saturday.

In economic terms, the Championships are worth £4.81 million to Glasgow’s economy and £5.23 million to Scotland’s economy. The Solo Drumming Championship also took place in the city in October with a 20% increase in competitors since 2012; over 240 drummers took part in this one day event with over 400 tickets sold to the afternoon finals.

Bonfire night

The city’s fireworks attracted more than 50,000 people to Glasgow Green. For the first time, Glasgow Life took responsibility for the full park, working directly with the funfair and all its operations. This will continue in 2014, in an attempt to boost revenues even further.

THE CITY’S FIREWORKS
ATTRACTED
**MORE THAN
50,000 PEOPLE**



Glasgow Christmas Lights

We received over 125,000 requests for 13,000 Christmas lights switch-on tickets. In 2013 the decision was taken by the Glasgow Loves Christmas Steering Group – which features representatives from Glasgow City Council, Glasgow Life and Glasgow City Marketing Bureau – to prioritise Glasgow residents in the ticket ballot. Glasgow City Council postcode received an 80% share of the tickets in the public ballot, with visitors receiving 20%.

Glasgow on Ice

This event ran from 23 November to 5 January 2014, attracting 49,000 skaters over the festive period. As well as the public skate sessions, we arranged discounted sessions for 42 local schools. Specific sessions were also reserved for juniors and disabled skaters. Within the onsite marquee, there were 49 days of programming, which showcased music and arts groups from across the West of Scotland. The number of skaters using the facilities over the period was down from 53,000 in 2013. Stormy conditions resulted in two days of closures, and technical issues (Glycol leak and re-fixing barriers around the ice) also resulted in a further two days of closure. Despite this, there were an estimated 500,000 visits to the wider facilities on George Square during the event.



GLASGOW ON ICE ATTRACTED
OVER 49,000 SKATERS





Glasgow Museums



OVER 3 MILLION PEOPLE VISITED GLASGOW MUSEUMS

Glasgow is Scotland's cultural powerhouse, and the city owns one of the richest civic collections in Europe. Visitors continued to flock to Glasgow's nine museums during 2013/14 with almost 3.2 million recorded attendances.

Attendances during 2013/14

Kelvingrove Art Gallery and Museum	1,097,339
Riverside Museum	760,128
Gallery of Modern Art	575,722
Peoples' Palace	312,676
The Burrell Collection	192,280
The St Mungo Museum of Religious Life and Art	116,534
Provand's Lordship	74,859
Scotland Street School Museum	51,994
Glasgow Museums Resource Centre	15,105
Total Attendances	3,196,637

The Riverside Museum was named European Museum of the Year (EMYA) in May 2013. It was among 40 museums from 21 countries which entered the running for this prestigious award. The award is judged on public quality and how much a museum caters to the needs and wishes of its visitors. The museum also celebrated winning the MusIL prize, for best short film related to museums of contemporary history, science and industry.

The video, which forms part of a display *Journeys to Glasgow*, was researched and produced by Glasgow Museums, and charts the experience of Indian and Pakistani immigrants who came to Glasgow to work on the buses in the 50s and 60s.

In March 2014, The Riverside Museum welcomed its three millionth visitor. The grounds of the iconic building on the Clyde has now become home to the eclectic Riverside Festival and The Electric Frog – a boutique style outdoor festival, aimed at lovers of electronic music.

RIVERSIDE MUSEUM WELCOMED ITS

3 MILLIONTH VISITOR

Revealing hidden histories – connecting the Riverside Museum to Govan's Riverside – is a creative research project that seeks to celebrate hidden histories in Govan and highlight specific mobile communities, linking them to the new Riverside Museum through a series of alternative heritage trails. It is undertaken by Glasgow Life and supported by the Arts & Humanities Research Council (AHRC) and the University of Glasgow, School of Culture and Creative Art. The project Museum staff aim to form strong relationships with local organisations and individuals in the community.

In 2013/14, **Kelvingrove Art Gallery and Museum** staged the most comprehensive exhibition ever devoted to the Scottish artist Jack Vettriano. It brought together more than 100 paintings, including his most definitive and best-loved works. The retrospective has become the most visited art exhibition at Kelvingrove Museum.



Kelvingrove was among the ten finalists for the Art Fund Prize for Museum of the Year in June 2013, the UK's largest arts prize. It was the third time that the museum has been shortlisted since reopening in 2006. Kelvingrove was the only museum in Scotland to make the top ten and was recognised for its innovation in building on existing audiences – and attracting new ones.

Ahead of the XX Commonwealth Games, Kelvingrove Art Gallery and Museum has undertaken an ambitious redisplay of the **Glasgow Stories Gallery**. Displays share the story of Glasgow from the 12th Century to the present day, giving an overview of the history of Glasgow to locals and tourists alike. It considers how Glasgow has come to be a city of national and international significance. The Glasgow Stories Gallery will display over 100 objects from Glasgow Museums' collections, and over half will be on display for the first time.

Glasgow Museums has also developed an App for Kelvingrove Art Gallery and Museum, which guides visitors around the museum's treasures. In addition, a Global Treasure Hunt app for informal family learning was launched at Riverside in June 2012 and at Kelvingrove in December 2013. The app takes the form of a trail around the museum, looking at specific displays and asking visitors a series of questions which they have to work their way through to complete the app. There are 3 variations to the app: Pre-5s, children and adults. The app has had 5,000 downloads to date.

Glasgow Life's newest Arts venue, the newly refurbished **Kelvingrove Bandstand and Amphitheatre** is now open. This fantastic venue offers a unique open-air performance space in the idyllic grounds of Kelvingrove

Park, fully equipped with modern facilities to host a variety of exciting live events. The Bandstand is adjacent to Kelvingrove Lawn Bowls, which will be the venue for the bowling competition during the 2014 Games.

The **Burrell Collection** has been awarded Visit Scotland 4 star visitor status, which translates as 'an excellent standard', while Kelvingrove and Riverside each maintained their 5 star status.

The summer exhibition, **Burrell's Masters of Impressionism**, featured over 30 works on oil and paper from Degas, Cézanne, Sisley, Boudin and Renoir and was greeted with acclaim. This remarkable collection has never been seen together before. It also features a selection of works by the Post-Impressionists Le Sidaner, Simon and Vuillard.

The Scottish Parliament backed plans to allow items from the Burrell Collection to be toured internationally for the first time, while the city looks at options for a refurbishment and redisplay of the gallery. Glasgow City Council introduced the Private Bill to lift current restrictions on overseas lending, which were included in Sir William Burrell's original bequest. Major museums and galleries in the US, Europe and Asia are now likely to display the treasures of Glasgow's Burrell Collection.

During the week of March 24-30 2014 Glasgow Museums took part in **MuseumWeek**. The week-long celebration connected culture lovers all around the world with art works, history, science and literature in a new, fun and interactive way. By following #MuseumWeek on Twitter, millions of people were able to virtually visit 630 museums and galleries across Europe, including nine in Glasgow. Glasgow Museums picked up nearly 200 new twitter followers over the period and had a significant number of interactions, including re-tweets of our Ballet4babies recreating *The Rehearsal* by Edgar Degas.

Glasgow Museums and the Art Fund have enjoyed a successful partnership in recent years. This includes assistance and funding in buying objects for Glasgow's collection,

and a hugely successful partnership with the city's Gallery of Modern Art. As part of the Art Fund International scheme, this allowed the museum to purchase a series of important international contemporary works.

We continue to develop and expand online coverage of Glasgow Museums' collection and include information and material from our libraries. In 2013/14:

- 17,627 new Mimsy records were created, including Molluscs, Art Extraordinary Trust collection, Eric Watt photographic collection, Archaeology, Burrell Stained Glass correspondence, Insect collections and archive records
- 81,983 Mimsy records were updated, including correcting errors, updating locations and attaching images
- 28,923 Media records added to Mimsy, There are now around 82500 objects that have at least one image on a database accessible to Museum staff
- 28 new donor biographies
- The content of almost 750 records on the public online Collections Navigator was enhanced
- There were a total of 60,421 visits by 50,672 unique visitors to the Collections Navigator website viewing 276,090 pages

Dementia Care

IMAGES of 1950s Glasgow, post-independence Pakistan and artefacts from early 20th-century crofting life are being used to help improve the health and wellbeing of dementia sufferers in Glasgow. This is a live Glasgow Museums pilot project (launched in January 2014) involving a new build Dementia centre, Glenwood Day Care Centre.

Glasgow Life is working in partnership – with the NHS at the new Stobhill dementia diagnostic centre, and with Social Work at the new Glenwood day care centre – in their development of Dementia or Memory walls. The “handling kits” are loaned by Glasgow Life's Open Museum to care homes, who use creative projects to spark memories in sufferers.

Early indications are that carers who work with dementia sufferers help to improve their communication skills. The pilot has also helped improve confidence and self-esteem for carers and sufferers, helping them to meet their daily challenges.

Glasgow Museums Learning

The Learning and Access Team offer all kinds of workshops, activities and events to help education providers and families get the most out of our venues.

In 2013/14 there were 4,297 sessions held and 172,877 attendances. In 2013/14, 56,000 of those attending a Museum did so through the Class Connections programme. (This figure doesn't take into account school and group visits, where the transport was organised by the group.) In addition to the programmes for pupils, continuous professional development is offered for teaching staff throughout the year.

80 Glasgow schoolteachers and early years practitioners with an interest in arts and heritage enlisted as Museum Champions in 2013/14. They met four times this year after school, and helped to shape the learning content of the Museums programme for schools. Champions were invited by the museums to previews of exhibitions and special events.

The Annual Art Competition held at Kelvingrove is over 100 years old and has a strong tradition in museums' learning. Winners receive gold, silver or bronze medals at a glittering ceremony held in Kelvingrove. Over 1,000 people entered this highly regarded competition in 2013 – a collaboration between the Friends of Glasgow Museums and Glasgow Life.

Volunteering

Glasgow Museums helped 291 volunteers and 77 placements to deliver 43,350 hours of volunteering activity. The programme develops and supports volunteers and many have used their experience to lead them into employment or progress their career.





Glasgow Arts | Glasgow Music



700,000 ATTENDANCES AT GLASGOW ARTS AND GLASGOW MUSIC VENUES IN THE CITY

Glasgow Arts and Music works to make sure that Glasgow remains one of the great cultural cities of Europe. Its vision is to inspire all of Glasgow's citizens and visitors to lead richer, more active lives through participation in high-quality cultural activities.

Glasgow Arts and Music consists of six iconic venues in the city: Gallery of Modern Art (GoMA), Tramway, Trongate 103 (T103), Royal Concert Hall, City Halls and the Old Fruitmarket. It is responsible for the Arts and Music Learning Programmes which includes in-house delivery (Festivals, Community Touring and Programmes) alongside support for the independent arts sector in Glasgow (advocacy, grant-giving, professional services and development). The in-house arts and cultural festivals that Glasgow Arts and Music support are: Celtic Connections, Glasgow International (GI), Merchant City Festival and in collaboration with Glasgow Events, Glasgow Mela.

Glasgow Arts

In 2013/14, there were 351,432 recorded attendances to Glasgow Arts venues; Tramway and Trongate 103. Of the 526,500 recorded attendances across our venue-based and local area programmes, almost 8% of these – 40,429 – related to learning programmes.

Gallery of Modern Art (GoMA)

Situated in the heart of the City, the Gallery of Modern Art (GoMA) is Scotland's most visited contemporary art gallery, displaying work that highlights the interests, influences and working methods of artists from around the world. 2013/14 highlights included:

- *Disorient* by Fiona Tan, which dominated Gallery 1 with a massive projection on the theme of Marco Polo
- 'Ian Hamilton Finlay – Poet, Artist, Revolutionary' exhibition in Gallery 3
- *A Picture Show*, a group show of Glasgow painters at GoMA, exploring the complexity and variety of painting

Respondents to a survey carried out during *A Picture Show* demonstrated GoMA's broad appeal. 50% of visitors were from abroad, and 28% UK visitors came from outside Glasgow, showing the gallery could draw an international audience.

In September 2013 GoMA also celebrated the 10th anniversary of the hugely popular Saturday Art Club in Gallery 1, with a special event for 730 visitors. This long-running family art workshop in GoMA continues to provide enjoyable introductions to simple creative skills for children aged 2-10.

Tramway

Tramway is the largest international multi-arts space in the UK outside London, and commissions, produces and presents contemporary arts projects.

2013/14 highlights include the first substantial exhibition in Scotland of **Sarah Lucas**. The exhibition in Tramway's vast 1000m² exhibition space featured a retrospective of sculptural, installation, collage and photographic

works from Lucas' varied career. With 4,426 attendances between January and early March 2014, the exhibition received public and critical acclaim:

'Sarah Lucas's exhibition at Tramway proves she remains untamed – and deserves her place among the greats of British art.' ★★★★★

Moira Jeffrey, *The Scotsman*

Open for Everything, a music and dance journey through the lives of the European Roma, by Berlin-based performance company Dorky Park, received a five star review in the *Daily Record*. It was described as 'edgy, thought-provoking and, above all, entertaining stuff'. The performances were connected to the Govanhill Roma community through a collaborative outreach programme with WSREC. They culminated in a free music performance in Victoria Hall with 400 local people, as well as local amateur musicians and dancers.

Red Shoes Family Day in August 2013, and the *Red Shoes* winter show in November and December 2013, co-produced with *The Letter J*, were enjoyed by families, with 981 attendances. It was accompanied by a significant outreach programme with 368 attendances from 92 pupils from 3 local Southside primary schools, working with artists and musicians to creatively respond to the themes of the story.

Tramway's talent development strand **Rip It Up** continued for its second year. It helped three Glasgow-based visual artists to produce their first solo shows within the venue's street-facing Tramway 5 gallery. It also gave three new collaborative performance projects the chance to use the main theatre space, Tramway 1, as well as opportunities to connect to audiences through a series of work-in-progress showings. 3,047 attendances were recorded across the programme, which will continue into 2014/15.

Tramway's programme attendances have been growing across all three of its major programmes: Visual Arts, Performance and Participation, with 31,344 visual art

attendances; 16,700 performance ticket sales; and over 22,000 participation programme attendances, 10,000 of which relate to the Albert Drive Project. In 2013/14 Tramway's programme accounted for 13% of Glasgow Life Arts and Music programme attendances and 42% of all learning attendances. Tramway's programme attendances have risen 18% since 2010-11, from 58,778 to 69,303 in 2013/14.

Local area arts programmes

A new production of *Killing Me Softly* by John Binnie was supported by Glasgow Arts and toured as part of the Glasgay! Festival. It achieved over 400 attendances across the tour of Community Centres and Schools. *Killing Me Softly* was presented in a double bill along with a companion piece – devised by SYT Productions members (aged 16 to 21 years) and Associate Artistic Director Fraser MacLeod – called *Instant*. It was a 30 minute show which helped young people develop their understanding of issues relating to sexual orientation and equalities, mental health and HIV.

Two brand new Cultural Hub pilots, developed by Glasgow Arts in partnership with Glasgow Communities, took place between January and March 2014. The family programme ArtSTOP in Castlemilk Community Centre, as well as older people's programme Age Creative in Netherpton Community Centre, recorded 308 attendances. Over half of the people attending ArtSTOP session reported a range of improvements to their social and family life, mental wellbeing and community or volunteering life.

Glasgow Arts festivals

Vintage, part of 2013's Merchant City Festival was a collaboration with Wayne Hemmingway MBE and Geraldine Hemmingway MBE. In its pilot year, it attracted over 4,500 attendances to a range of music events, fashion shows and vintage shopping opportunities. It returns in 2014 as part of the Merchant City Festival Live Site during Festival 2014. In total, the Merchant City Festival in July 2013 had over 300 events and performances across 11 arts strands, wowing an audience

of 100,000. The Festival was supported by 22 volunteers, contributing 352 hours of their time.

Glasgow Music

Glasgow's Concert Halls (Glasgow Royal Concert Hall, Glasgow City Halls and the Old Fruitmarket) remain among the best-loved venues for music in the City. Awarded a certificate of excellence by Trip Advisor for its 4.5* rating by visitors, the Concert Hall remains one of the City's most prominent and most visited cultural facilities. In 2013/14 construction work has been underway at the Concert Hall to create a new home for the Royal Scottish National Orchestra. This will also offer Glasgow a new and much-needed 600 seat music venue.

The Glasgow Music programme delivers a year-round curated programme of music structured around key projects;

- **MINIMAL (contemporary minimalist music)**
- **The Piano**
- **Choirs at Kelvingrove**
- **Artists in Residence (Pavel Haas Quartet, Elias Quartet and Llyr Williams)**

Glasgow Music also presents major international artists in exclusive appearances in our concert halls, while also creating opportunities to partner these artists with the cream of Scottish talent. Highlights of 2013/14 season included two giants of contemporary music – **Philip Glass** and **Steve Reich** – marking their 75th birthdays with new work and classics from their back catalogues.

Glasgow Music's new piano festival (**The Piano**) grows each year in status and size. It aims to celebrate the world's most popular instrument in all its incarnations. In November 2013 this ranged from international stars such as the Labeque Sisters, to the people of Glasgow, who were invited to pull up a piano stool and play on pianos dotted around the city. Jazz and avant-garde music also featured heavily, drawing notably diverse audiences to all our venues.

The partnership of Glasgow Music and Glasgow UNESCO City of Music (GUCoM) creates special opportunities around shared interests for young people. It oversees the management of Hear Glasgow!, which works with volunteers in the Strategic Music Partnership to deliver mentoring and training opportunities for young bands. GUCoM also brings together partners for an annual Family Fun Day, which showcases excellent new musical work for family audiences. In 2013, partners included:

- **Royal Scottish National Orchestra**
- **Scottish Chamber Orchestra**
- **BBC Scottish Symphony Orchestra**
- **National Youth Orchestras of Scotland**
- **National Youth Choir of Scotland**
- **Scottish Ensemble**
- **Red Note Ensemble**
- **Love Music**

Attendance at this day-long free event topped 2012's impressive figures, reaching around 3,500 people of all ages. GUCoM and Glasgow Music also jointly benefit from international connections through the UNESCO network.

The largest project delivered by GUCoM is **Big Big Sing**: a UK-wide celebration of singing. This unique event inspires thousands of people to start singing in the lead up to the XX Commonwealth Games and beyond. Big Big Sing promotes singing as fun, but also highlights the social, health and wellbeing benefits it can bring. By the time the Games begin, Big Big Sing will already have passed its target of reaching 100,000 people through its wealth of resources, training and performance opportunities. Big Big Sing is produced by Glasgow UNESCO City of Music, and is part of the Glasgow 2014 Cultural Programme. It is supported by Spirit of 2012 Trust, Glasgow 2014, Creative Scotland and Glasgow UNESCO City of Music.

In 2013/14 Glasgow Music helped 280 people to deliver over 3,200 hours of volunteering activity.

Celtic Connections topped 110,000 attendances with over £1 million in ticket sales. Celtic Connections, the largest annual winter music festival of its kind and the UK's premier celebration of Celtic music has come of age in 2014, with the festival celebrating its 21st birthday. Between 16 January and 2 February 2014 2,000 musicians from around the world descended on Glasgow providing another ambitious programme, bringing the city to life for 18 days of Celtic music, which further enhanced the city's international appeal and reputation as a major tourist destination.

Celtic Connections highlights included gigs by Del Amitri and the International Burns Night at the SSE Hydro. Music fans attended approximately 300 concerts, ceilidhs, talks, free events, late-night sessions and workshops – taking place in nearly 20 venues across Glasgow. On Friday January 24, 14,500 people attended shows, with 10,500 attending the following day – a record 25,000 within 48 hours.

Glasgow Life and Celtic Connections also brought a taste of the festival to 7,500 schoolchildren with an impressive education and outreach programme.





ALBERT DRIVE 'Introducing You to Your Neighbour' Project

This was a very successful collaboration between Tramway, Glas(s) Performance and the local people of Pollokshields, which attracted 10,492 attendances between October 2012 and November 2013. The *Albert Drive* project was a fantastic example of how art can be locally relevant and globally resonant.

The project culminated in July 2013 at Tramway with a large-scale inter-generational weekend arts event, with 2,459 attendances over two days, exploring the central question 'who is my neighbour?' This involved a series of artistic collaborations designed to introduce the local community to their neighbours and to celebrate the diversity of the area they live in together. The event included a performance devised and performed by 22 local people. The Shared Meal Initiative fed 595 people over the course of the weekend, and collaborated with local businesses and organisations, including The Hidden Gardens Cultural Cookery Group and the Glasgow Gurdwara kitchen.

The *Albert Drive* project attracted a large local audience, who were often not from 'traditional' arts audiences and did not previously engage with Tramway. 36% came from neighbourhoods characterised by low income, ethnic diversity and single person households. This demonstrated that *Albert Drive* was successful in inspiring local participation. Attendees and participants also reported a strong positive impact. 94% said they would be interested in similar experiences in the future and 71% said the project had helped them meet new people –demonstrating *Albert Drive's* effectiveness in inspiring people to meet their neighbours.

Albert Drive succeeded in creating opportunities for inter-generational, inter-faith and inter-racial dialogue. As one audience member put it, **'The final performance.....broke down a lot of barriers between different groups on Albert Drive.'** (Respondent, Audience Survey)

There was a lot of positive audience feedback too. For example, one audience member described how they had reached out to a neighbour as a result of the project. **'I actually went to introduce myself to a neighbour I hadn't spoken to in my 13 years living on Albert Drive.'** (Respondent, Audience Survey)

Volunteers

The project also offered 35 unique volunteer opportunities for local people to further their interest in the arts, explore and expand their skills. Nine creative volunteers were engaged for the duration – working with artists on the delivery and development of the project. Event volunteers supported the Final Event weekend. Volunteers were an integral part of the success of the project and contributed to the energy, commitment and ambition of its delivery.





Glasgow Libraries



OVER 5.5 MILLION VISITS TO GLASGOW'S 32 COMMUNITY LIBRARIES AND THE MITCHELL LIBRARY

With 32 community Libraries, 29 School Libraries and the iconic Mitchell Library, Glasgow Libraries is the largest public network of library and information services in Scotland.

During 2013/14 there were over 5.5 million visits, and over 1.1 million people used PCs and Wi-Fi across the city.

In recent years, Glasgow Libraries transformed its services to allow customers to process their own library transactions from home, or on the go, as part of the modernisation of the service. Throughout the year over 1.2 million 'virtual visits' were recorded allowing people to renew loans or request books or to use the on-line catalogue for business or market research.

Attendances at Glasgow Libraries for the last three years

2013/14	5,537,154
2012/13	5,499,571
2011/12	5,015,248

Online services continue to be hugely successful with users. The number of 'virtual visits' to Glasgow Libraries continues to grow year on year. In 2011/12 the number of virtual visits was 12% of all library visits. That rose to 23% in 2012/13 and in 2013/14 virtual visits accounted for more than 25% of all library visits.

The Glasgow Libraries app usage figures have gone up from 27,139 launches in 2012/13, to 45,513 in 2013/14 – a 68% annual increase in use. The app gives our customers 24/7 access to their account, allowing them to access our library services, search our catalogue, reserve a book, arrange delivery to any Glasgow Library and renew books. Customers can ask a librarian a question or check out library events, and even access real-time bus timetables using this comprehensive service.

E-books, E-Audiobooks and E-Magazines are available for free download, giving people access to fiction and non-fiction, plus over 100 digital magazine titles. 2013/14 saw downloads of audio books increase by 72% and an increase of use of ebooks by 127%.

New Family History Website –

www.glasgowfamilyhistory.org.uk was launched in January 2014. The objective of the website was to deliver a one-stop-shop for Family Historians. Return visits to the website have remained consistently strong at over 25%.

Glenboig Men's Group

In 2013/14 Glasgow Libraries delivered 31 family history focused events, reaching almost 150 people. Family history enquiries continue to increase year on year, with written enquiries up by over a quarter on 2012/13.

One of the most affecting visits of the year was by Glenboig Men's Group – researching their ancestors in the Evening Times Roll of Honour from the First World War. During this time, the newspaper published biographies from families about their relatives who were

killed, wounded, or missing. The group used the Glasgow Libraries website to search the index to the newspaper Roll of Honour – they then wanted to see the original papers. Special Collections checked that the original volumes were robust enough to be handled, and arranged a visit.

The men were fascinated by the photographs. This was the first time that many had ever seen what their family members looked like. Personal stories also made these soldiers come to life; one man was known to his friends as the “second Harry Lauder”, and the surrounding news stories of rent rises and radicalism brought home the realities of life in Glasgow, (as well as ‘on-the-front’) in 1915. One elderly visitor had worked as a teenager with an old soldier who was listed in the Roll of Honour – and most were retired miners or kiln workers, like the men in the photos.

Learning at Glasgow Libraries

Librarians engaged with College Freshers’ events where over 450 students were signed up to join Glasgow Libraries. Events were attended at four campuses, with an excellent student uptake. This continued interaction ensures that college students, lecturers and librarians are aware of high quality resources available to them at Glasgow Libraries.

At Glasgow Libraries, we hold three annual events for adult learners during Aye Write! In 2014 the events celebrated individual and collective learning journeys, as part of ESOL (English for Speakers of Other Languages) and adult literacy programmes.

With over 300 attendances, this year’s learners produced high-quality pieces of writing for display at the events – and 34 performed their work. Participants noted an increase in confidence as a result, and enjoyed the experience of celebrating their own and others’ learning.

‘I thought it was very stressful for me as a speaker – but as a spectator it was very entertaining and moving. It gave people hope because it showed you were not alone as you were not the only person suffering from a literacy problem. Knowing this boosted my confidence and I felt less embarrassed about it.’

Glasgow City Archive at the Mitchell

Over the last year, our archives have inspired and supported learning by engaging people in academia and beyond. While 24% (1,516) of visitors to the archive search-room were engaged in formal education, 63% (3,983) of users were personal visitors. Archive staff delivered 98 learning events to 1,250 participants. They also helped people to connect with the story of Glasgow, as well as with their own family and community stories.

The ‘Govan Baby’

The City Archives was one of three services across Scotland chosen to pilot the Scottish Council on Archives ‘Many Stories, One Scotland: A National Plan for Learning, 2012-2015’. The project was created to establish how educators can use the Archives to support the Curriculum for Excellence (CfE). The pilot was led by an education specialist, working with archive staff, who were experienced at devising engaging resources at St Mungo’s Academy and schools in the Govan Campus, Broomloan Nursery and Riverside Primary Schools. A storyteller was asked to help train nursery staff in the techniques of storytelling.

The children learned all about the adventures of the ‘Govan Baby’ – the cherub which is the centrepiece of the Aitken Memorial Fountain – which had been lost for more than 20 years before being brought home to Govan in 2010.

Macmillan@Glasgow Libraries is a non-clinical, community-based cancer information and support service. This free and confidential service is delivered in Glasgow libraries by highly-trained volunteers. By the end of March 2014 there was a Macmillan presence in 21 venues, including Scotstoun Sports Campus, 15 volunteer led drop-in services and 6 information points. In 2013/14 Macmillan@Glasgow Libraries saw 2,712 attendances across its services.

- 56% identified themselves as having a cancer diagnosis
- 32% were family members and carers
- 12% were health professionals and the general public
- 72% were female and 28% male

By the end of March 2014 Macmillan @Glasgow Libraries had 133 volunteers.

Glasgow Life School Library Services

continued to flourish with 14,497 secondary school pupils as active users of school libraries in 2013/14. There were 121,321 book issues across the city's 29 secondary schools during the year – an increase of approximately 20%. The School Library Service also recorded over 579,565 visits by pupils and staff. 403,194 when a librarian was on duty and 176,371 when a librarian was not on duty – an increase of 15% on 2012/13.

School Library Outreach delivered almost 44,000 individual items to schools in the city. This included story sacks, big books, costumes and artifacts to support Curriculum for Excellence and to support Education Services establishments across the City.

Glasgow Libraries Early Years and Families

Glasgow Libraries work in partnership with Scottish Book Trust to deliver Book Gifting Schemes. Bookbug Packs are given to all children in Scotland at key developmental milestones – 6 weeks, 18 months and 3 years old. In 2013/14 18,286 packs were distributed to families in Glasgow, an increase of 7%. 6,102 packs were gifted for Baby (6 weeks), 6,501 packs for Toddler (18 months), 5,563 packs for Pirate (3 years old) and 120

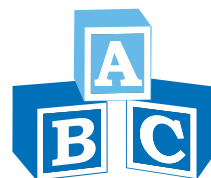
packs were gifted to support Gaelic Medium engagement.

Future Families: Targeted Programming in partnership with Clyde Gateway

Glasgow Libraries has been working in partnership with Clyde Gateway to enhance the programme for Early Years and Families in Dennistoun, Parkhead and Bridgeton. As well as increased access, we've put our Books to Go service in place, with new programmes developed and tested. There are 3,283 family households in the catchment area – 41% of these are a single parent household.

In the two-year period of this collaboration, the area has seen increased Future Families programme activity, including:

- 350 Bounce & Rhyme sessions and a total cumulative attendance of 9,209
- 58 Toddlers Tales sessions with a total cumulative attendance of 5,777
- 10 Triple P (Group) sessions have taken place with a total of 100 parents starting this programme and 71 completions – a potential impact on 284 people
- 9 Early Years establishments have received Books to Go services, with 13,439 books available for sharing in the educational learning environment and the Home Learning Environment (HLE)
- Play, Talk, Read has engaged 1,018 parents and 1,488 children in this area. This has led to the sign up of 135 new library members and 212 book items borrowed



**OVER 9000
ATTENDANCES
AT BOUNCE & RHYME
SESSIONS**

Reading and singing with a child from birth has been shown to have a powerful influence on cognitive ability. It also increases the bond of communication with the parent, and is a vital factor in language and literacy skills in later life.

Testimonials

'Fun and learning for babies. Baby gets used to being around other children. Get to share raising baby problems, achievements etc with other parents.'

(Bridgeton)

'We have fun singing, listening to reading books and it's a very friendly environment.'

(Parkhead)

Treasures and Tea

Many visitors to The Mitchell are interested in seeing the Special Collections material. In response to customer feedback, Glasgow Life offered a series of themed afternoon events called 'Treasures'. They featured displays of rare books and manuscripts – with librarians on hand to discuss them – followed by afternoon tea and accompanied with live piano music.

The series so far has included:

- [Robert Burns Collection](#)
- [Annan photographs and Glasgow's Country Houses](#)
- [William Morris and the Kelmscott Press](#)
- [The Foulis Academy](#)

All four events sold out quickly and evaluation feedback was very positive:

'Liked the handwritten manuscripts. I enjoyed it very much, staff were friendly, helpful and knowledgeable.'

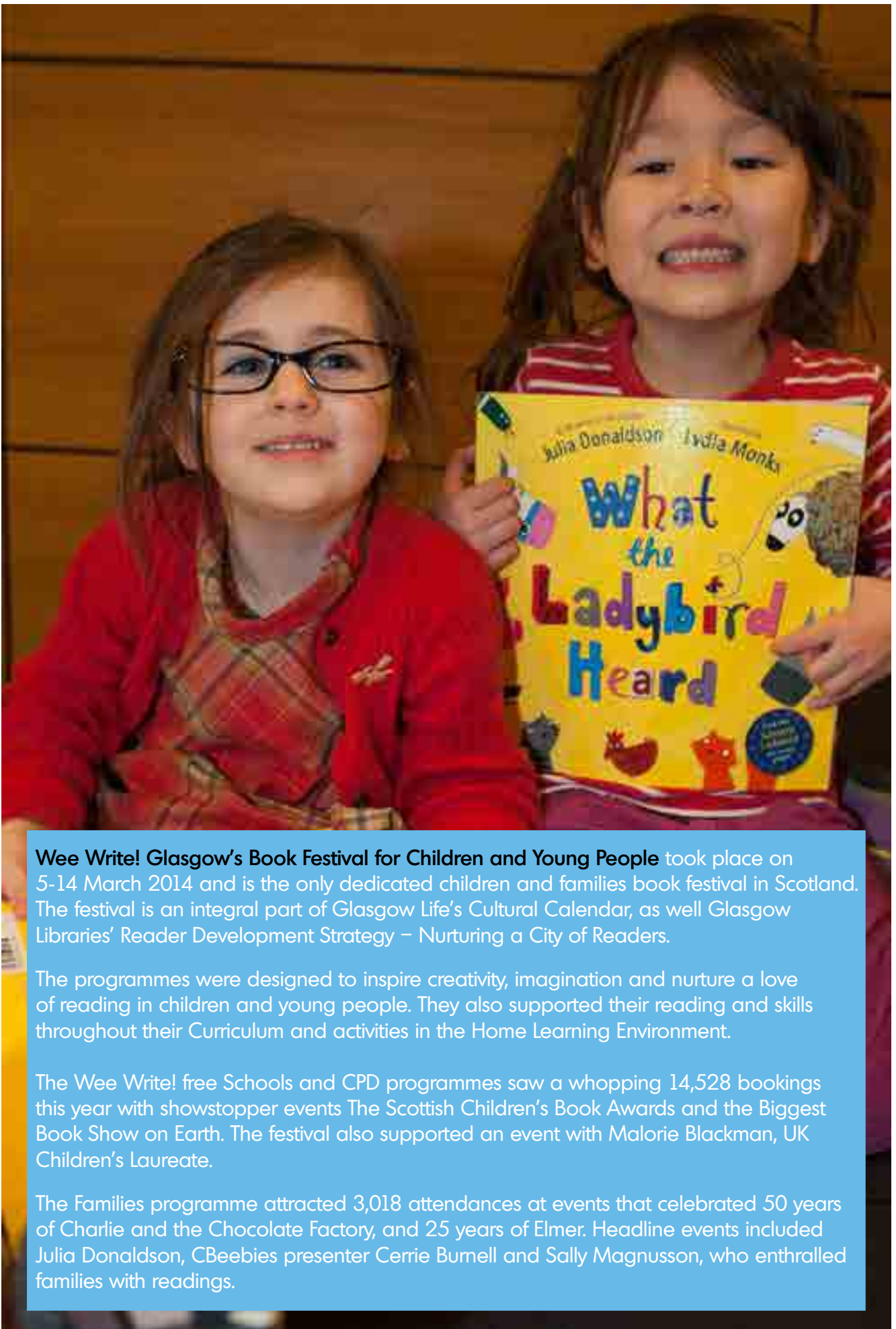
'Usual blend of knowledgeable and helpful staff and very interesting exhibits. Looking forward to the next batch of Treasures and Tea.'

A New Burns Song Manuscript at The Mitchell

The Mitchell started Glasgow's year of XX Commonwealth Games events by hosting the annual conference of the University of Glasgow's Centre for Robert Burns Studies – in collaboration with Celtic Connections.

A highlight of the conference was the presentation of Glasgow Libraries newly-acquired Burns' manuscript, *Nanie's Awa*. The Mitchell was keen to acquire this manuscript as it features a number of emphatic, hand written revisions – along with some unexpected and intriguing arithmetical calculations on the reverse – that give us some insight into Burns' creative process.

Nanie's Awa is believed to have been written for Agnes McLehose, also known as Clarinda, at the end of their passionate correspondence in the year she departed for the West Indies. This song of parting was fittingly presented as part of Homecoming-themed celebrations, the conference and the Celtic Connections International Burns Concert at the SSE Hydro Arena.



Wee Write! Glasgow's Book Festival for Children and Young People took place on 5-14 March 2014 and is the only dedicated children and families book festival in Scotland. The festival is an integral part of Glasgow Life's Cultural Calendar, as well Glasgow Libraries' Reader Development Strategy – Nurturing a City of Readers.

The programmes were designed to inspire creativity, imagination and nurture a love of reading in children and young people. They also supported their reading and skills throughout their Curriculum and activities in the Home Learning Environment.

The Wee Write! free Schools and CPD programmes saw a whopping 14,528 bookings this year with showstopper events The Scottish Children's Book Awards and the Biggest Book Show on Earth. The festival also supported an event with Malorie Blackman, UK Children's Laureate.

The Families programme attracted 3,018 attendances at events that celebrated 50 years of Charlie and the Chocolate Factory, and 25 years of Elmer. Headline events included Julia Donaldson, CBeebies presenter Cerrie Burnell and Sally Magnusson, who enthralled families with readings.





Glasgow Communities



MORE THAN 1.4 MILLION ATTENDANCES
AT COMMUNITY FACILITIES

Area-based services help people to regularly take part in Cultural and Sporting activity, and they also inspire learning. The teams identify the local needs of individuals and communities and then develop activities based on their requirements.

2013/14 attendances at Community Facilities

North East	362,572
North West	324,719
South	540,716
City Wide Cultural Venues	245,763
Total	1,473,770

Learning is one of Glasgow Life's critical business areas and we are leaders of learning in the city. We don't look at learning opportunities as a 'bolt-on' or alternative form of provision. Instead, we see them as part of an integrated experience that gives people more personalisation and choice.

The work of Glasgow Life has been recognised in the independent evaluations of the Smithycroft Learning Community by Education Scotland. In particular, our work with young people, adults and community participation was highlighted. Inspectors found:

- Increasing numbers of young people from Smithycroft School are progressing to employment.
- Partners target resources towards

vulnerable and disadvantaged groups across the learning community.

- The learning community benefits from a range of strong, active community groups.
- The Strategic Youth Alliance (chaired by Glasgow Life) has developed good systems for asset-based planning across Glasgow.

Cultural Hubs

In January 2014 Glasgow Life began a pilot programme to introduce community hubs into each of the three community planning areas. Glasgow Communities are working in collaboration with Glasgow Libraries, Glasgow Arts and Glasgow Museums to develop Cultural Hubs, a model of working that allows us to use our assets, (staff knowledge and skills, collections, buildings), to engage and involve communities in sustainable artistic, cultural and heritage activity in their local area.

The hubs will transform our local buildings into centres of cultural and physical activity, fostering community engagement and a sense of place. In 2014 the hubs will focus on the Games and some of the activities include ceilidhs, a Commonwealth Cultural Village at Barmulloch, artists' residencies in Castlemilk and Drumchapel and an arts programme for schools across Glasgow. The hubs will support new audiences, especially those from existing low attendance groups, to participate by reducing geographical, informational and perceptual barriers. The pilots are taking place in Barmulloch, Netherton, and Castlemilk Community Centres.

Young people

In 2013/14, Glasgow Communities delivered a range of activities and programmes that engaged over 7,000 young people. They developed their skills, abilities and creativity, while improving their confidence. Nearly 80,000 attendances were recorded.

We are continuing to challenge the 'poverty of aspiration' that exists in some communities. We're doing this through:

- Accredited learning programmes delivered by Glasgow Communities staff
- Prince's Trust XL programmes working in partnership with local secondary schools and local learning forums
- Environmental programmes, emotional literacy programmes and pupil parliaments
- Duke of Edinburgh Award Scheme programmes

All of these programmes support young people from across Glasgow to develop their skills and abilities, while improving wellbeing, physical fitness and overall confidence. These programmes and activities are delivered in a range of venues, including local libraries, community centres and secondary schools across Glasgow.

The **Youth Legacy Ambassador and Young Sport Ambassador programmes** – supported by Glasgow Life – inspire young people to become advocates, role models and leaders, and to shape a positive legacy for their communities.

Glasgow Communities assigns an area team staff member to each secondary school in the city, which allows us to forge strong local links, and ensure the delivery of the **Curriculum for Excellence** beyond the school gate. Already we've delivered 163 programmes, working with 3,129 pupils – and recording 39,829 attendances in 2013/14.

The aim is to offer tailored individual learning support, with quality-accredited courses for young people that allow them to develop transferable skills for employment. For young people at risk of disengaging from education, structured activities and opportunities to socialise help to motivate them.

We use a range of tools to evaluate outcomes of our work with young people, including Glasgow Life Outcome Evaluation System (GLOES), learning plans, programme surveys and feedback from users. These evaluation systems show the positive difference that Glasgow Life programmes make on young people at a local level.

Glasgow Life Academy for Development (GLAD)

GLAD is a pre-employment training programme delivered in partnership with Jobs & Business Glasgow, using Skills Development Scotland's Employability Fund. The programme offers training and development opportunities for young people aged between 16-24 years of age.

The six-week training programme is followed by a four-week work placement at a Glasgow Life venue or facility. Each course takes 10 young people and supports them through a City and Guilds Certificate in Employability and Personal Development.

The young people involved are already reporting improvements in their self-confidence, communication skills, team work and problem solving skills.

Quote from Jobs & Business Glasgow
'Delivering this programme in partnership with Glasgow life has allowed us to open up new and exciting opportunities to Glasgow's young people. It is fantastic to see the journey that the candidates have gone through in training, and to see placement reports that show them exceeding expectations and really using the learning from the programme daily.'

Adults

21.5% of the population of Glasgow City is income-deprived, compared to 13.4% across Scotland. Unemployment rates are higher than the national rate, and the percentages of claimants of Job Seeker Allowance are also higher than the national figures. The employment rate in the city has decreased by 4.1% between 2011 and 2012 against a national decrease of 0.1%.

Throughout 2013/14, Glasgow Communities delivered a wide range of adult learning programmes to 3,000 adults, with over 28,000 attendances. These participants took part in a range of programmes including:

- **English classes for different levels and abilities**
- **Adult literacy and numeracy programmes**
- **Digital learning opportunities**
- **Art and creative programmes**

We build learning opportunities around the needs of identified communities and individuals. Glasgow Communities often works with people who haven't engaged well in education. Glasgow Life Communities' teams have worked with a range of partner agencies – including the NHS, local Housing Associations, Further Education Colleges, Community Groups and Development Trusts.

Family Learning

Glasgow Life Communities delivered 33 programmes to develop the abilities, wellbeing, creativity and confidence of parents and children. They took place in a range of venues and public spaces across the city. Over 933 participants were engaged in these programmes and we registered over 5,024 attendances.

Programmes children and parents engaged in included:

- Confidence and self-esteem building
- Parent and child early literacy
- Bounce & Rhyme sessions
- 'Triple P' programmes to support parents in raising children from toddlers to teenagers
- Homework Clubs for young people aged 8 to 12

We also created several Commonwealth Games literacy initiatives. Children and parents were encouraged to work together to gather information and gain knowledge about other countries and sports. Each child and parent produced a booklet on their chosen country and sport, and participated in an event at the Emirates Arena on 14 May 2014.

Language can be a major barrier to social integration. The percentage of young people whose first language is not English is continuing to increase – it's now around 15% of the school population. To help meet this challenge, Glasgow Life provides weekly play sessions for children aged 5-12 years, which are well-attended by children from all different ethnic backgrounds. The clubs have been successful – promoting new friendships across different cultures, while encouraging confidence and interaction between children from different backgrounds.

Parents of families with English as a second language also commented on an improvement in their children's spoken English. This model extends to several homework clubs across the city – helping to forge closer links with the wider multi ethnic community.

'Nae Streets in Drumchapel' (Family Learning Project)

The Digital Book Project was initiated by Glasgow Life and Camstradden Primary School as their contribution to Drumchapel's 60th Birthday celebrations in 2013. The goal was to write a history of Drumchapel which was published as a book. The theme of the project was 'Play' and reflected the changing face of Drumchapel seen through the eyes of children, their parents and grandparents. The Learning Tutor, along with a volunteer teacher, worked with this group from January 2013 and the book is now complete. This resource will be displayed in schools, libraries and uploaded onto various websites.

Memories within the book range from 1953 to 2013, and reflect the depth of feeling people have about their community.

This inter-generational project has already brought families together to discuss and learn about change within their local community. The Headteacher at Camstradden said that the parents who were involved had such a positive experience that they're organising a school play day where 'old school' outdoor games are played such as 'beds' and 'Chinese ropes'. The official book launch in Drumchapel Library took place in September 2013, and contributors and invited guests read excerpts from the book.





Creative Arts for Adults Recovering from Addiction

'This is only my third week in phase 3. My self-esteem and confidence are growing. I'm mixing with other adults after isolating myself in my home for two years.'

Programme participant

Glasgow Communities provides a weekly programme of creative arts within South East Alternatives, an umbrella group of Turning Point Scotland. Phase three indicates the participants have four months of abstinence from alcohol or drugs.

The programme runs in 10 week blocks – activities range from film making to creative writing. The course aims to improve communication and literacy skills, team building and employability. We also direct participants to Glasgow Life's other services.

We use Glasgow Life Outcome Evaluation System (GLOES) to identify impacts of the programme, including improved communication and literacy skills, increased confidence and self-esteem.

The group has just completed a collection of short stories which have been compiled in a publication called 'Hidden Glasgow'. This was funded through GRAND (Getting Real About Alcohol 'n' Drugs) through the Alcohol and Drugs partnership. The publication was launched at GRAND'S citywide launch.





Young Glasgow



77,000 GLASGOW YOUNG SCOT
AND KIDZ CARD HOLDERS.

Glasgow Life prioritises free and discounted services for young people through the Young Scot and Kidz Cards. We also promote the wide range of benefits available in our Young Glasgow and Young Glasgow Families magazines (formerly 'The Grid' and 'Wee Grid').

There are now over 39,000 Kidz Card holders (up 9% from 2012/13) and just under 38,000 Glasgow Young Scot (GYS) holders (up 22% from 2012/13).

34% of these young people were active in Glasgow Life leisure facilities over 2013/14. This figure excludes over 2,000 GYS holders who may have taken a swim using their six month Glasgow Gym membership.

Leisure

151,519 Kidz Card holders took part in Glasgow Life Sports activities (+7% on last year) and 155,953 holders of Glasgow Young Scot cards (+5%). The Young Scot figure excludes over 2,000 young people who took out a Young Scot 6 month Glasgow Club membership for £38.

Over 200,000 magazines were sent to young people and their families throughout 2012/13. These magazines are sent 3 times per year, and contain offers, activities, competitions and promotion for Glasgow Life services.

The Irn Bru Carnival offer at the SECC. A longstanding favourite, that continues to increase in popularity. In 2013/14 there were 21,297 attendances between GYS and KC holders at the carnival, an 8% increase on the previous Christmas.

Glasgow on Ice

Number of Off Peak Attendances
2,623 (1187 in 2012/13)

Number of Peak Attendances
6,134 (3180 in 2012/13)

Total Number of Attendances
8,757

Social Media

The Parentzone Facebook page now has 6,600 fans – 300% up on the same period last year. The GYS page also has an increased reach of over 6,000 young people, up by 50% on the previous year.

Email Alerts

We now have over 5,000 parents signed up to receive our Parentzone email and almost 11,000 young people signed up to receive the GYS emails.

Raspberry Pi Project

GYS has been working with National Young Scot and Skyscanner to inspire and encourage Scotland's next generation of programmers.

To help achieve this, 500 Glasgow Young Scot holders were offered the chance to receive a Raspberry Pi computer and accessories free of charge, as well as access to a range of educational resources.

The Raspberry Pi is a small computer, commonly used by young people across the world to learn programming skills. It is a capable little device that enables people of all ages to explore computing, and to learn how to program in languages like Scratch and Python. It's capable of doing everything you'd expect a desktop computer to do, from browsing the internet and playing high-definition video, to making spreadsheets, word-processing, and playing games.

An evaluation on the project will be completed by National Young Scot and will be available later in 2014.

Comments and feedback on GYS and Kidz Cards

'My kids love it as they can use it for the library and free swims as well, also all the tremendous discounts and not to forget all the competitions.'

Pauline G

'Library time with mummy and swimming time with daddy. Glasgow kidz card also hold fantastic competitions.'

Maggie R



Our *Future Plans*

Glasgow 2014 Cultural Programme

Glasgow 2014 will be Scotland's largest ever combined sporting and cultural celebration, and the shared vision is to stage an outstanding Glasgow 2014 XX Commonwealth Games that will be celebrated both at home and across the Commonwealth.

Teams across Glasgow Life are playing an integral part in the Games. As well as providing support for venues, Glasgow Life leads the Cultural Programme for the Games, Festival 2014 and the delivery of Cultural Events before, during and after the Games.

The Cultural Programme commenced in July 2013 and will continue beyond the Games with a fantastic array of cultural events across the city. Up and coming events that are included in the cultural programme are Glasgow International Festival, Celtic Connections Festival, Merchant City Festival and the Glasgow Mela.

Festival 2014 will transform the city from 19 July to 3 August with an invigorating mix of entertainment and culture. The Festival 2014 programme will offer theatre, dance, music, visual arts, comedy and multi-media – from intimate shows to outdoor spectacles.

The Burrell Collection

The Burrell Bill received Royal Assent on 25 February 2014. This has opened the way for more detailed discussion of the proposed tour. Feasibility studies and business plans will now be prepared for a single major tour to North America, China and Japan. This will support the profile we are seeking to develop for the Collection.

Burrell Renaissance Project

A plan for the redisplay of the Burrell Collection will provide the basis for the development of the Burrell Renaissance Project. The goal of the project is to place the internationally significant collection and the needs of visitors at the heart of its development.

Kelvin Hall International Sports Arena

Glasgow Life has been working with our partners, The University of Glasgow, the National Library of Scotland and Glasgow City Council on a phased redevelopment of Kelvin Hall. Kelvin Hall will be remodelled to provide a mixed use building that will underscore its status as one of Glasgow's most loved venues. Phase One incorporates a modern community sports centre, a collections study centre which will improve access to collections held by the City Council, the University of Glasgow's Hunterian Collection and the Scottish Screen Archive held by National Libraries of Scotland. Our joint partnership application was recently awarded a grant of just under £5m by the Heritage Lottery Fund.

Re-development of Royal Concert Hall

The £17 million plan to refurbish the Royal Concert Hall will see the construction of a new purpose-built rehearsal and recording facility for the Royal Scottish National Orchestra, as well as a new 600 seat music venue. Work commenced in January and was due for completion by summer 2014. However, due to a series of delays the contractor is advising a revised completion date of autumn 2014.



Turner Prize 2015

Tramway has been selected to host the 2015 Turner Prize, which comes to a Scottish city for the first time. Glasgow's winning bid was based on its reputation as a centre for excellence for international visual arts. A significant number of Glasgow-based artists have won – or been nominated for – the Turner Prize.

Glasgow Events

Glasgow Life leads the strategic development of Glasgow's Sports Events Strategy which is delivered in partnership with Glasgow City Marketing Bureau and EventScotland, with support from UK Sport and individual sports governing bodies. As a result of work over the past year, Glasgow has secured impressive world-class events, including:

- British Swimming Championships (2014)
- BWF Badminton Grand Prix (2014)
- IPC European Swimming Championships (2015)
- FIG World Gymnastics Championships (2015)

These events should bring economic benefits to the city, supporting an infrastructure that will attract local people, sports people and spectators.

Glasgow Museums

Ahead of the Glasgow 2014 Commonwealth Games, Kelvingrove Art Gallery and Museum has undertaken an ambitious redisplay of the Glasgow Stories Gallery. It shares the story of the city from the 12th century to present day post-industrial Glasgow. The displays will give an overview of the history of Glasgow to local people, and also to the thousands of tourists expected to make their first visit to Kelvingrove this summer.

This document is also available on request in large print, braille and community languages.
To request, please call 0141 287 5088.

Glasgow Life and the sub-brands mentioned below are operating name(s) of Culture and Sport Glasgow ("CSG"). CSG is a company limited by guarantee, registered in Scotland with company number SC313851 and having its registered office at 220 High Street, Glasgow G4 0QW. CSG is registered as a charity with the office of the Scottish Charity Regulator (No SC037844). It operates and carries out its activities under the name Glasgow Life and/or the sub-brands Glasgow Arts, Glasgow Communities, Glasgow Events, Glasgow Libraries, Glasgow Museums, Glasgow Music, Glasgow Sport, Young Glasgow and their related branding.



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