



Get the most out of  
**GlasgowLife™**

# ANNUAL REVIEW

## AND PERFORMANCE REPORT 2014/15

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



18.8 million attendances, a recording breaking year for attendances at venues, events and festivals delivered by Glasgow Life – an incredible 35% growth since 2007

**Commonwealth Games Federation President Prince Imran declares the XX Commonwealth Games to be “the best Games ever”**

6.3 million attendances in sports facilities, plus 380,000 spectators at sporting events

**Glasgow is ranked eight on the world leaderboard at the SportBusiness Ultimate Sports City Awards**

5.3 million visits to Glasgow Libraries including 1.4 million ‘virtual’ visits over 100,000 active library members in the city

**Macmillan @ Glasgow Libraries, internationally recognised and award winning service, now in 21 venues in the city**

1.3 million visits to community facilities in Glasgow with free Wi-Fi now available to all our customers

**3.6 million visits to Glasgow’s nine award-winning civic museums, a company record 31% of all visits to museums in Scotland are in Glasgow**

Elite rating for Kelvingrove Art Gallery and Museum, now ranked 8th on TripAdvisor’s Top 10 UK Museums

**Almost 1 million attendances at Glasgow Arts and Music Festivals including MELA, Scotland’s biggest and Europe’s longest running free multi-cultural event and Celtic Connections, the UK’s largest annual winter music festival**

UK Government standard ‘Customer Service Excellence’ awarded to Glasgow Communities & Libraries, Sports and Museums in recognition of the first class services delivered across the city

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# Chair's Welcome

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It's been an incredible year. The XX Commonwealth Games were hailed as the best ever and staff from right across Glasgow Life were at the heart of that success.

For the last 10 years, our staff have been planning for the Games. They were part of the successful bidding team and the teams which planned and built our new and refurbished facilities. They were helping to get Glaswegians more fit and active or working with our talented young people, many of whom would go on to fight for medals as part of Team Scotland.

Across our libraries and community facilities, our teams were busy, from the moment the Games were awarded to Glasgow in 2007, building capacity and increasing a sense of pride, passion and ownership of the Games. Glasgow Life delivered on three glorious days when the Queen's Baton Relay traversed every corner of the city.

Programmes and exhibitions in our museums, marked our close association and history with the Commonwealth, again, building excitement as the Games drew closer.

In our sports facilities, teams were preparing our venues, making them look their best so as to allow the elite athletes to borrow them, but not before the people of Glasgow had benefitted from them first. There was very little by way of disruption, thanks to the incredible planning which ensured that the vast majority of classes and equipment were moved to other locations, including, for the first time, some of our community facilities.

On July 23, the Games finally got under way, with an incredible Opening Ceremony that invited the world to come in and join in our party.

Again, Glasgow Life was at the very heart of the celebrations. Our teams delivered Festival 2014, the fantastic Cultural Programme that set the tone for the sporting achievements. As we celebrated Ross Murdoch winning his gold medal in the pool, thousands of others shared in the excitement from our Live Zones at Glasgow Green, the refurbished Kelvingrove Bandstand and across the Merchant City Festival.

The nationwide programme was the biggest cultural celebration Scotland has ever seen. Audiences of more than 2.1 million enjoyed cultural activity from Berwick to Lerwick. The audiences in Glasgow accounted for more than half the total number, with more than 1.2 million people enjoying the fun. Over 470,000 people participated, there were more than 1,600 performances, 1,800 education and outreach sessions and there were 1,400 exhibition days as every part of the city celebrated the Games.

Yet again, staff from Glasgow Life were at the very heart of it – driving the direction of the cultural content, the themes of an inclusive and welcoming host city, a place where everyone's invited.

And we wanted the people of Glasgow to be at the centre of their Games. The fantastic army of Host City Volunteers were the heart and soul of the Games. Many of the 1,200 volunteers had previously experienced barriers that prevented them from volunteering or simply getting on in life. Our programme provided them with training,

support or just that little bit of encouragement necessary to boost their confidence, and was a resounding success. I know that many of those who volunteered said the experience had changed their lives – and many have gone on to enjoy increased opportunity as a result. I also know that many of our staff who gave up their day jobs to work on the Games, reported an incredible benefit and offered new insight into the work we do.

But that's what we do. We change lives. Each and every day across our community facilities, our libraries, sports venues, museums and galleries, music and performance venues, Glasgow Life is changing lives for the better.

I recently met a young man who has personally benefitted from our support and is now a valued member of our team. Ryan Ledgerwoods is 17 years old. A few years ago, it's safe to say that Ryan was having quite a difficult time, which led to him being supported by the city. Ryan got involved with Glasgow Life in 2013, volunteering across a range of initiatives, including working in our libraries and community facilities, the GStars programme and major events such as the Radio 1 Big Weekend and the fantastic XX Commonwealth Games.

In total, Ryan gave up more than 1,500 hours of his own time to volunteer for Glasgow Life and recently won the Young Scot Award for Volunteering.

Ryan has now secured a place on the Modern Apprenticeship scheme with Glasgow Life. He's working across a number of our services and as part of the Swayed by Youth Work programme – it is an excellent initiative and one which I am sure will benefit both him and so many others in the future.

Ryan's story is one of many and there are other examples highlighted in this Annual Review.

It shows that while we can deliver events which promote Glasgow on a global stage, we are also passionate and proud of the role we play in changing people's lives.

It's been an incredible year, but our ambitions for this great city know no bounds and I want to thank the Glasgow Life management team and the Board, who work tirelessly for the people of Glasgow.

Finally, I want to thank our incredible staff and volunteers. Without their commitment and hard work, none of what we achieve would be possible. Our ambition did not stop at 2014 and there is much to look forward to in the months and years ahead.



**Councillor Archie Graham OBE**

# Chief Executive's Welcome

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While the Commonwealth Games were an outstanding achievement, they were part of a wider story of success that impacts on individuals and communities right across the city. Our contribution to the Games was pivotal, but the day-to-day work of Glasgow Life continued, making a difference at every turn.

That success is demonstrated in the number of people using and valuing our services. In the last year, attendances have grown to a record 18.8 million, that's up by 35 per cent since Glasgow Life was established in 2007. It's a remarkable demonstration of just how much of a difference we are making – more and more people value our services, at a time when there continues to be significant pressure on public funding.

Sport had a significant focus in 2014 for reasons we all understand, but despite the disruption to some of our flagship venues, there were still 6.3 million attendances across our sports venues and 380,000 spectators at sporting events. Indeed, since the Commonwealth Games' Closing Ceremony, monthly subscriptions of the Glasgow Club have increased by more than 8 per cent to 40,000 members, a new record – the number increases to 65,000 with the addition of our 'pay-as-you-go' members.

The focus after the Games is on legacy, but for the last five years we have been building that legacy and the number of people using our world-class facilities, joining sports clubs or simply enjoying a range of physical activities is significantly higher and testament to the work of our teams across the company.

Glasgow Museums continues to flourish both at home and further afield. Last year, attendances broke yet more records, with 3.6 million visits across our nine civic museums. It is staggering to think that around a third of all visits to museums in Scotland are made in our venues. Much of our programme centred round the Games, such as an exhibition at Kelvingrove which looked at the development of the city during the Georgian period. *How Glasgow Flourished* broke all targets with almost 60,000 people in attendance. Similarly, at the Riverside Museum, *The Road to Delhi* celebrated Glasgow (and Glasgow Life's) role in the Closing Ceremony of the Games in Delhi in 2010 and the common links between Scotland and India.

However, just as important as our major exhibitions and events, our Learning Programme continues to inspire the next generation to enjoy and engage with culture and our incredible heritage. In the last year, there were almost 3,800 sessions held and 128,000 attendances.

The work to deliver a full refurbishment and redisplay of the Burrell Collection is continuing apace. Glasgow City Council committed to funding up to half of the estimated £60 million - £66 million cost of the project. We were also delighted when the Heritage Lottery Fund awarded £15 million in funding – the only award in Scotland and the largest of all nine HLF awards made across the UK.

The level of support is a ringing endorsement of our ambitions to unlock the potential of Sir William Burrell's great gift and see it take its place on a global stage, as one of the world's greatest, single personal collections. When work begins, there will be an exhibition of highlights from the Burrell Collection on show at Kelvingrove. While the museum is closed, we will, for the first time, take items of the Collection on an international tour – helping to raise awareness of the quality of the treasures Sir William amassed and raise funds for the refurbishment project. A taste of what's to come went on show over the 2014 festive period with an exhibition at Bonhams in London. It was met with both critical and public acclaim, with one reporter commenting that today's billionaires could learn a lot about collecting, just by looking at how Sir William went about his lifelong passion, amassing 9,000 items – all of which were gifted to Glasgow.

While the city has been very much in the spotlight, we have continued to work with our citizens to improve their lives. Our adult literacy and numeracy classes really do change lives. A young man, Edward, in the north of the city came to our staff for support, after his father could no longer organise his finances or medication – and thanks to our teams, he is now more confident. He said: "The tutors don't give you the answers, they show us the method and we work it out ourselves." In short, we give people the tools to change their lives.

Glasgow Libraries attracted 5.3 million visits last year, including 1.4 million 'virtual visits', where users enjoy a raft of digital services. We are providing real opportunity, from the simple joy of discovering a new book whether in print or online, to Book Clubs and Bounce n Rhyme classes. There were 1.3 million visits across our community facilities, again, highlighting the strength of support for these valued local assets. We've also rolled-out free Wi-Fi across community facilities, backed by BT, which allows people to go online, some for the first time, and engage with social media or discover news services, training and support which can benefit their lives.

Glasgow Events continued to deliver, with highlights such as the World Pipe Band Championships and the Glasgow Mela, all within a year where we had the additional challenge of hosting the Commonwealth Games.

Similarly, as our Chair mentioned, we enjoyed the greatest cultural celebration our city and nation has ever seen and our arts, music and cultural venues benefitted greatly, with more than 900,000 visits.

The benefits from hosting the Games continue. We recently played host to the IPC World Swimming Championships at Tollcross and we will deliver the World Gymnastics Championships at the SSE Hydro. The Turner Prize is also coming to Scotland for the first time and will be staged at Tramway – one of Europe's leading contemporary art venues. Further ahead we are already planning to host the inaugural 2018 European Sports Championships in partnership with Berlin. There is so much to look forward to. It's been an unforgettable journey and an outstanding year. I want to thank everyone who has been involved and supports us in our shared ambition to make Glasgow flourish.



**Dr Bridget McConnell CBE**

## April Highlights

Aye Write! Glasgow's Book Festival, took place in the Mitchell Library from 4-12 April. The event welcomed a number of big names, including Liz Lochhead, William McIlvanney, Julia Donaldson, Frankie Boyle and Kirsty Wark.



## May Highlights

Kelvingrove Bandstand re-opened on 29 May after a 15 year closure. The bandstand underwent a major £2.1 million transformation by Glasgow Building Preservation Trust in partnership with Glasgow City Council and Glasgow Life.



## June Highlights

Glasgow Mela, Scotland's biggest multi-cultural festival, was held on 7 and 8 June welcoming 35,000 people to Kelvingrove Park.



## July-August Highlights

Glasgow hosted the 'best ever' Commonwealth Games, welcoming over 600,000 unique visitors to the city to witness 4,950 athletes from 71 nations competing in the 11 day event. With a global television audience of over 1 billion viewers, the city was very much on the world stage.

Glasgow also welcomed the Queen's Baton to every ward in the city, with our communities turning out in their thousands to celebrate a number of local events.



## September Highlights

Staff celebration events were held at the Old Fruitmarket and Kelvingrove Art Gallery and Museum to thank everyone in Glasgow Life for their role in delivering a hugely successful Commonwealth Games.





## October Highlights

The biggest ever Bank of Scotland Great Scottish Run took in some of the city's most famous landmarks and attracted 30,203 people across six events.



## November Highlights

Glasgow's Christmas Lights heralded the start of the festive season. Unprecedented demand for tickets saw 53,000 people requesting 267,000 tickets.



## December Highlights

Free Wi-Fi rolled out to 31 community facilities and public halls in Glasgow, thanks to a partnership between Glasgow Life, Glasgow City Council and BT.

Free  
**Wi-Fi**  
available here

## January Highlights

Celtic Connections achieved audiences of over 100,000 people who enjoyed more than 300 events over 18 days. Highlights included Van Morrison and Fairport Convention.



## February Highlights

Alasdair Gray exhibition *From the Personal to the Universal* at Kelvingrove Art Gallery & Museum attracted over 20,000 visitors.



## March Highlights

Membership of the Glasgow Club increased to over 40,000, up over 8% since the Commonwealth Games.



# Our Thanks to . . .

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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 we would like to thank our 2,673 members of staff and all of our volunteers, who work incredibly hard to deliver world-class services across Glasgow Life.

## Funders and Partners

Glasgow City Council  
Scottish Government  
NHS Greater Glasgow and Clyde  
Wheatley Group  
Cordia  
Glasgow City Marketing Bureau  
Community Safety Glasgow  
Clyde Gateway  
Creative Scotland  
Sportscotland  
EventScotland  
Burrell Trustees  
Burrell Renaissance  
The Big Lottery  
Heritage Lottery Fund  
Museums Galleries Scotland  
Macmillan Cancer Support  
Glasgow's Universities and further education facilities  
Commonwealth Games Scotland  
Glasgow 2014 Ltd  
VisitScotland  
Culture Ireland  
British Council

## Corporate Partners and Supporters

We are delighted to have the support of BAM Properties for Glasgow Arts and Sir Robert McAlpine for Glasgow Sport. In the last year we have also welcomed our new City Partner, AG Barr and City Supporters; EventServ (for Glasgow Sport) and City Building (for Glasgow Communities)

City Partner



City Supporters – Sport

**Sir Robert  
McALPINE**



City Supporter - Communities



City Supporter – Arts



**Naming Rights Partner – Emirates Arena**

Emirates



**Aye Write! Glasgow's Book Festival**

Glenrothes  
 The Herald  
 Waterstones  
 Malmaison  
 Macmillan Cancer Support  
 Open University  
 South Africa  
 University of Glasgow  
 University of Strathclyde  
 Glasgow Caledonian University  
 Encore  
 Clyde Gateway

**Celtic Connections**

Evening Times  
 Sunday Herald  
 Scotrail  
 Friends of Celtic Connections  
 Glasgow Dinearound  
 Holiday Inn  
 Drygate

**Glasgow Mela**

Forestry Commission  
 Rubicon (A.G. Barr)

**Glasgow Sportsperson of the Year Award**

University of Strathclyde

**Glasgow Youth Games**

Glasgow Airport

**Bank of Scotland Great Scottish Run & Get Ready to Run Schools Programme**

Bank of Scotland  
 Strathmore (A.G. Barr)

**Merchant City Festival**

Merchant Square  
 Fraser Suites

**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 the Burrell stained glass project.

**Glasgow Museums Patrons Circle****Platinum Patrons**

Professor Sir Michael and Lady Bond  
 Bill Goudie  
 Morna Mathers  
 Steve Matheson

**Gold Patrons**

Jim & Audrey Bisset  
 Margaret Bradley  
 Anne & Zen Chowaniec  
 Peter & Alison Harper  
 John & Shelia Henderson  
 Isobel McMillan  
 Laura Elizabeth Robertson  
 David Lawrie Thomson  
 Leslie & Alma Wolfson Charitable Trust

**Silver Patrons**

William Allen, Stuart John Baillie, Stanley & Deirdre Bernard, Fiona Campbell, Elizabeth Dent, Sheena Duncan & Bob Winter, Helen S. Dunsmore OBE, Dr. Stella Gibson, Peter & Ailsa Jensen, John & Erica Kerr, Andrew Lockyer, Dorothy Lunt, Joan McDowell, Sheila & Tom McGuffog, Roderick & Sophie McKendrick, Sheila & Duncan McKinlay, John & Elizabeth Murphy, Catherine Murray, Tom & Ann O'Connell, Joyce Reid, Professor Oliva Robinson, Helen Elizabeth Rorrison, Sheila Kerr Ross, James & Jessie Saul, Brenda & Raymond Williamson, Lynn Wolfson, Ann Hedley Young

**Kelvingrove Organ Programme**

W M Mann Foundation  
 The Elizabeth Frankland Moore and Star Foundation

**Trusts & Foundations**

National Heritage Memorial Fund  
 Royal Foundation  
 Wellcome Trust  
 Yorkhill Children's Charity  
 Lechie Trust  
 Educational Institute of Scotland  
 Museum Galleries Scotland  
 Jonathan Ruffer Art Fund  
 Anna Plowden Trust

# Corporate Directory

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Glasgow Life would like to express our sincere thanks and gratitude to the members of the Board for giving their time, knowledge and expertise and for their continued guidance and support during 2014-15.

## **Culture & Sport Glasgow Board as at 31 March 2015**

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

## **Culture & Sport Glasgow (Trading) CIC Board as at 31 March 2015**

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

## **Glasgow Life Leadership Team**

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

# Income and Expenditure

## Financial performance

Income	£000	%
Grants & Donations	2,706	2.4%
Community Interest Company	6,461	5.7%
Leisure & Cultural Activities	26,014	23.1%
Interest received	65	0.1%
Service Fee - Glasgow City Council	77,547	68.7%
<b>Total</b>	<b>112,793</b>	

Costs	£000	%
Governance	509	0.4%
Community Interest Company	4,948	4.3%
Leisure & Cultural Activities	108,502	95.3%
<b>Total</b>	<b>113,959</b>	

Deficit on unrestricted activities	-1,166
Reserves brought forward	1,866
<b>Reserves</b>	<b>700</b>

## Culture and Sport Glasgow (Trading) Community Interest Company

	£000
Turnover	6,479
Cost of Sales	2,626
	<u>3,853</u>
Operating expenses	2,323
<b>Operating Profit</b>	<b>1,530</b>

Non Service Fee Income	FY14/15 Actual £m	FY15/16 Budget £m
Community Interest Company	6.5	7.6
Leisure & Cultural Activities	28.8	29.4
	<b>35.3</b>	<b>37.0</b>

# Our Fundraising

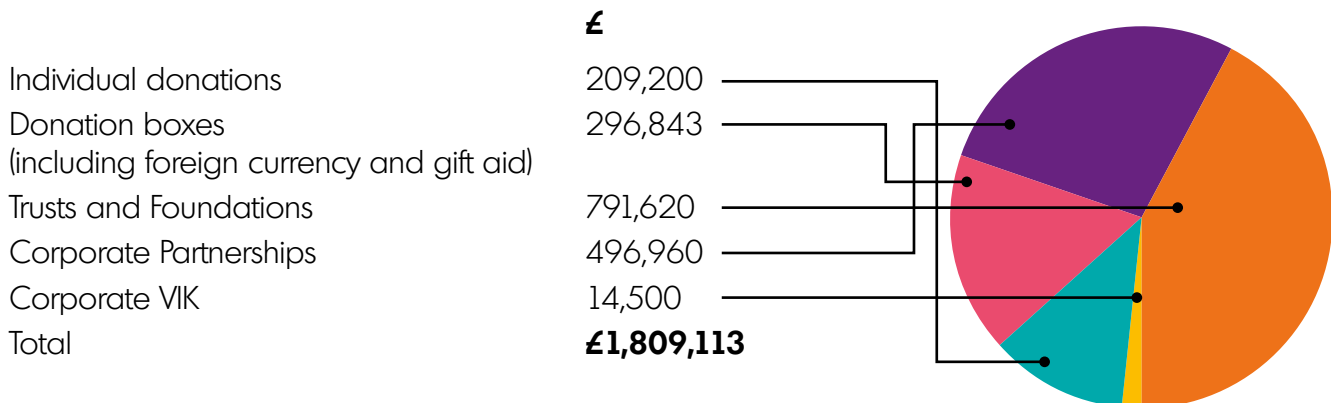
We have continued to develop our fundraising strategy over 2014-15 to ensure our fundraising income supports the work of Glasgow Life within the city.

In addition to supporting major events our fundraising and corporate partnerships support conservation work, educational programmes, sports and arts development programmes for young people and exhibitions and events to widen and deepen the reach of Glasgow Life services.

## Highlights

- The Wellcome Trust supported a project to catalogue the Mitchell Libraries public health archives.
- The Royal Foundation supported Glasgow Sport to deliver Coach Core, a project which aims to improve the quality and availability of sports coaching and mentoring in inner city schools whilst creating employment at a time when many young people are facing long term unemployment.
- Donation Box income has increased by 3% over the last year by implementing a new supporters communications campaign.
- A new Patrons' Circle for Glasgow Museums was launched in November 2014 and has successfully secured 61 Patrons.
- We announced our first Glasgow Life City Partner, AG Barr, a partnership which will support a number of activities over the next three years.
- Merchants House made a significant donation to Glasgow Arts & Music to support the purchase of a digital organ for the Glasgow Royal Concert Hall.

In the last financial year Glasgow Life raised **£1,809,113** in voluntary income across the following streams:



# Past Performance, Future Promise

Our performance management framework monitors the progress of all service areas to ensure appropriate alignment and contribution towards the city priorities and our strategic objectives with specific focus on:

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

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

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






During 2014-15 we agreed to report to Glasgow City Council on these three key areas of performance:

Measure	Target	Actual	Status
The number of attendances at Glasgow Life directly managed venues excluding festivals and events	1703 million	17.51 million*	<b>G</b>
Income generated through the company's charity and CIC	£33.5 million (charity) £28.3 million (CIC) £5.2 million	£35.3 million (charity) £28.8 million (CIC) £6.5 million	<b>G</b>
Deliver against key themes set out in 2014 Commonwealth Games Legacy Framework	Active theme Inclusive priorities	On track Delivered	<b>G</b> <b>G</b>







\*A further 1.31 million attendances were recorded at key events, festivals, musical performances and Commonwealth Games spectators, bringing the year-end total number of attendances up to 18.82 million.

## Statutory Performance Indicators

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

Measure	Target	Actual	Status
Sport and leisure: the number of attendances per 1,000 population for all pools	2,614	2,506	
Indoor sport and leisure facilities: the number of attendances per 1,000 population	6,455	7,455	
The number of visits to/usages of council funded or part funded museums per 1,000 population	5,433	6,648	
The number of visits in person to council funded or part funded museums per 1,000 population	5,384	6,435	
The number of visits to libraries per 1,000 population	9,295	8,898	

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

Measure	Target	Actual	Status
Breakdown of the number of attendances at Glasgow Life directly managed venues, excluding festivals and events	17,027,500	17,515,848	
Glasgow Sport	6,313,000	6,345,213	
Glasgow Libraries	5,574,000	5,335,980	
Glasgow Museums	3,053,900	3,590,070	
Community Facilities	1,130,600	1,333,462	
Glasgow Arts, Music & Cultural Venues	956,000	911,123	



## Targets for 2015-16

A target of 16.9 million has been approved for attendances at Glasgow Life directly managed venues for the financial year 2015-16. This takes into account a number of influencing factors, including the planned closure of venues for maintenance and refurbishment such as The Burrell and Hillhead Library. Spectators at key sporting events including the 2015 World Gymnastics Championships are not included in the overall target as we are not permitted to include these attendances in our SPI return which forms part of the newly legislated Local Government Benchmarking Framework. Finally, as Glasgow Life no longer programmes activities at Trongate103 we have not set an attendance target for this venue.

Venue	Target
Glasgow Libraries	5,269,775
Glasgow Museums	3,182,000
Glasgow Arts	813,318
Glasgow Sport	6,500,077
Community Facilities	1,167,800
<b>Total</b>	<b>16,932,970</b>

The 2015-16 target for income generated through the company's charity and CIC is as follows:

Income generation	Target
Charity	£29.4 million
CIC	£7.6 million
<b>Total</b>	<b>£37.0 million</b>

# Glasgow Life and Glasgow's Games!

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The XX Commonwealth Games held in Glasgow between 23 July and 3 August 2014 was the largest multi-sport and cultural event to be held in Scotland in a generation and Glasgow Life was at the very heart of it all.

Back to 2004 when bidding for the Games commenced to the final curtain closing on Sunday 3 August, Glasgow Life was involved in the development, delivery and delight in what has been unanimously agreed as "the best Games ever".

'Together We Delivered' is our Glasgow 2014 story of the Games journey to Glasgow. This report attempts to summarise the journey and highlight some of the many successes celebrated within the company, not least of all the 1,000+ Glasgow Life staff members who were directly involved with delivery of the Games.

After the Games our Chief Executive, Dr Bridget McConnell, said "we now have within Glasgow Life a capability for even greater achievements and this is a wonderful legacy for the future". Councillor Archie Graham, Chair of the Board of Glasgow Life, went on record to say that along with the exceptional sporting achievements there was another performance in the city that was absolutely outstanding – and that came from the staff at Glasgow Life.

For ten years we planned, we prepared, we learned, we delivered, and then we celebrated. More than 500 members of staff attended our special Commonwealth Games Celebration Events at the Old Fruitmarket and Kelvingrove Art Gallery and Museum a few weeks after the Games – a special event specifically to say "thank you" to all staff in all services for their hard work and commitment to the epic success of the Games.

## The Bid

Having taken part in every Games since the event's inception in 1930, and having been the host nation on two previous occasions, it was fitting that Scotland would bid to host the XX Commonwealth Games in 2014.

Years of planning were poured into a detailed bid describing Glasgow, its people and its passion for sport. The bid spoke of deep connections within the Commonwealth Games movement and plans for a lasting legacy for the people of Glasgow, Scotland and the Commonwealth beyond the 11 days of sporting competition.

The pre-existence of 70 per cent of Games venues, an undeniable passion for sport and a rich history and culture, along with its potential for regeneration of one of the poorest parts of Glasgow to must-visit destination, offered solid foundations on which to build Glasgow's bid.

On 9 November 2007 the CGF President Mike Fennell announced that Glasgow had won the bid to host the XX Commonwealth Games in 2014, and the Host City Contract was signed. The news was celebrated by hundreds of supporters who packed into the Old Fruitmarket to hear the announcement, as well as the crowds who gathered in George Square.



## Delhi Flag Handover

On 14 October 2010 at the closing ceremony of the Delhi 2010 Commonwealth Games Glasgow invited the world to come to Scotland for the XX Commonwealth Games.

Coverage was huge: 60,000 spectators in the Jawaharal Nehru Stadium, one billion television viewers and eight minutes for Glasgow to make an impact! With a volunteer cast of 400 people from every corner of Scotland ranging from dance teachers, to mechanics, students to unemployed, 'Glasgow stole the show' – the headline from the Times of India the following day. A true accolade and an indication of what we could do.

## The XX Commonwealth Games

Participating athletes represented 71 nations and territories and over 2 billion citizens from across the Commonwealth, with each of the UK Home Nations competing separately.

The sporting competition covered 17 sports across 261 medal events, including 22 medal events across five para-sports, the largest integrated para-sport programme of any Commonwealth Games.

Media coverage of the Games extended to the 71 nations and territories of the Commonwealth as well as in the United States and China offering a global viewing audience of around 1.5 billion people.

Ticket sales of almost £1.3 million ensured packed stadia and staunch support for the participating athletes.

There were almost 630,000 attendances at Festival 2014 and 280,000 spectators at Glasgow Sport facilities, with thousands

of Clyde-siders and Host City Volunteers in venues and on the streets, providing a welcome like no other to the Host City.

## The Glasgow 2014 Sport Readiness Project

In preparation for the Games arriving, Glasgow Life had to make sure that eight of its sports venues were all set for the big event. Most host cities build new venues for the Games which means they are empty when the Organising Committee (OC) takes them over.

What was unusual in Glasgow's case was that all of the sports venues were in use. Even new venues like the Emirates Arena had been open to the public 18 months before the Games started. This meant the relocation of staff, Glasgow Club members, fitness classes and equipment had to be planned very carefully.

The Glasgow 2014 Sport Readiness project was launched in August 2013, made up of a small, dedicated team of staff from Glasgow Life, who recognised how critical project planning would be to the overall success of the Games. A Technical Workstream made sure that all the venues were properly prepared for the Games and a Communications Workstream worked with customers and stakeholders to ensure disruption would be minimal.

The overall project was a massive operation which also planned for the displacement of Glasgow Club members and classes to specially equipped Super Gyms at Bellahouston and Gorbals leisure centres as well as a number of community facilities and local schools. From the handover period to

the OC to the venues returning to Glasgow Life following the Games, the Sport Readiness project were able to relocate 81% of the Health and Fitness sports programme to alternative venues with other programmes including the Commercial Programme and Active Health programme largely unaffected.

A major challenge for the Sport Readiness project was the complex legal environment, not just around the venues being used during the Games, but also the very unique situation in Glasgow where 320 staff from Glasgow Sport remained within the venues, effectively working for the OC for a contracted period of time, providing them with a once in a lifetime opportunity to learn new skills and actively contribute to a major new chapter in the history of Glasgow. The Venue Use Agreement workstream worked tirelessly on this key strand ensuring the most relevant, qualified and experienced members of staff were on site during all the preparations and delivery of the Games.

Without a doubt the Glasgow 2014 Sport Readiness project delivered all that it set out to, and more. Recently, representatives from the Gold Coast were in Glasgow as part of their preparations as the next Host City and were very keen to learn from, and adopt our approach to Sport Readiness.

## Glasgow Sport Venues

Glasgow was awarded the Games because of the world class sporting facilities that already existed and the plans to build that were already in progress. In the years leading up to the Games, more venues were upgraded to international standards and new landmark venues including the Emirates Arena and Sir Chris Hoy Velodrome and the National Hockey Centre were added to the City's portfolio, providing a lasting legacy for Glasgow, in particular in the east end.

For more than a year before the Games began all new and refurbished venues were complete and open to the public. They were heavily utilised by local residents, community groups, sports clubs and national and international competitors.

**The Emirates Arena**, which includes the **Sir Chris Hoy Velodrome**, opened in 2012 and hosted Badminton and Track Cycling Games competitions. The venue also includes dance and fitness studios, external multi-court areas and community sports halls and serves as an administrative hub and HQ for several national sport federations.

The long tradition of lawn bowls at Kelvingrove was boosted by a major upgrade to bring the **Kelvingrove Lawn Bowls Centre** up to international standards prior to the Games with the reconstruction of five competition bowling greens.

The **National Hockey Centre** was specially designed and built to host this sport for the Games. Located alongside the Glasgow Green Football Centre it provides two floodlit synthetic hockey pitches and is HQ for Scottish Hockey. It is now extensively used by schools, clubs, elite training squads and for regional, national and international events.

**Scotstoun Sports Campus** is the busiest sport centre in Scotland and is home to the National Badminton Academy. Used to host both Squash and Table Tennis competitions, six new permanent squash courts were added to the building and a temporary glass-walled show court was used by spectators during the Games.

**Tollcross International Swimming Centre** was extensively refurbished and extended in recent years with the existing 50m six-lane pool joined by a new 50m, six lane warm-up and training pool and was host to the swimming competitions during the Games. This now provides invaluable additional capacity and flexibility for schools and community use, including Glasgow Swimming Club, as well as providing one of the best major swimming events venues in the UK.

## The Queen's Baton Relay

On 9 October 2013, the Glasgow 2014 Queen's Baton Relay began its 190,000km journey around 71 nations and territories before arriving in Scotland on 14 June 2014. Memories were made and the Games buzz began to build in earnest as the baton



travelled to all 32 local authority areas before arriving in the Host City.

The Baton spent three days travelling around every community in Glasgow with our Communities staff out on the streets celebrating with thousands of residents as the Baton passed through, before it made its way for the Opening Ceremony where Her Majesty The Queen read aloud her message to the Commonwealth and declared the Games open.

### Opening Ceremony

Teacakes, terriers and a volunteer crew of more than 1,300 joined the party to welcome the world to Glasgow at Celtic Park on 23 July 2014. A global audience of more than one billion and 40,000 spectators witnessed the Opening Ceremony performances of over 3,000 cast members involving 400 people from around the Commonwealth.

Once again Glasgow Life supported an event to a truly spectacular standard, making all the meticulous planning and preparations worthwhile. With ambitions to show the world what Glasgow is all about, a city full of humour, friendly, quirky, and generous, the Opening Ceremony delivered this and much more. For the first time in Games history a partnership was formed with UNICEF for a Commonwealth-wide fundraiser. A staggering £5 million was raised by the public which will help improve the lives of children all over the world.

### Culture and Festival 2014

In addition to the 17 sports, the Queen's Baton Relay, the Opening and Closing Ceremonies, Culture 2014 and Festival 2014 played a massive part in the build up to and the success of the Games.

Prior to the Games, the abundance of museums, art, music and cultural venues and festivals were proven attractions for visitors to the city. In fact Glasgow owns one of the richest civic collections in Europe. Made up of over 1 million objects and valued at £1.4 billion, the City's collection is of international significance and attracts over three million visits every year. Similarly, the cultural festivals in the city grow in popularity every year; MELO, Merchant City Festival, World Pipe Band Championships, to name but a few.

### Cultural Programme

The Glasgow 2014 Cultural Programme was a partnership between Glasgow Life, Glasgow 2014 Organising Committee and Creative Scotland. It had two strands: a Scotland-wide programme of events known as Culture 2014, and Festival 2014, a Games-time celebration in Glasgow.

The Cultural Programme offered an opportunity for hundreds of thousands of people to celebrate the Games through new work by world-leading and emerging Scottish and international artists and organisations. New networks were developed which will bring long-term benefits to Scotland's cultural sector and to audiences looking to engage with exciting creative work.

By the close of the Programme on 31 August, over 1,500 events had taken place which included 124 exhibitions. Popular programme

highlights included GENERATION, a landmark series of exhibitions tracing the development of contemporary art in Scotland over the last 25 years and Big Big Sing, a UK-wide singing project that is inspiring thousands of people to get singing.

## Festival 2014

Festival 2014 hosted more than 1,000 performances across 100 venues in Glasgow during Games-time. Hundreds of thousands of people visited Glasgow Green Live Zone where big screens showed sporting highlights as well as cultural performances. The Merchant City Festival was extended to 11 days with live music, international food stalls and street theatre. In the west of the city the refurbished Kelvingrove Bandstand featured a varied music and performance programme and almost all of the activities were free of charge. Staff from every service in Glasgow Life were involved in Festival 2014, working incredibly hard to promote the city as a fun and vibrant place to be, while supporting the artists and performers, the volunteers and the hundreds of thousands of visitors who flocked into our venues and city.

During Festival-time there were over one million hits to the Glasgow 2014 website every day and over three million social media "mentions".

The main successes of the Festival were the visitor figures, the overwhelmingly positive public feedback to events, the diversity of the programme and the new partnerships that Glasgow Life was able to forge with communities, artists and cultural agencies throughout the Commonwealth. In recognition of its success the Festival 2014 team was awarded Glasgow City Council Flourish Team Excellence Award for 'World Class City'.

### Key statistics:

**1 million visitors across the Programme**  
**627,000 visitors to the Live Zones**  
**6,000 performers**  
**1,600 performances, exhibitions and events**  
**100 venues**

## Closing Ceremony

The Closing Ceremony at Hampden Park on 3 August marked the end of 11 days of exhilarating sport and cultural events leading to the accolade of **"the best Games ever"** by CGF President Prince Imran who went on to announce **"Glasgow, you were pure dead brilliant"**. This was further endorsed by the Chief Executive of CGF who announced that Glasgow 2014 was **"the standout Games in the history of the movement"**.

Incredible performances by Team Scotland resulted in 53 medals and four Commonwealth Games Records which were celebrated at a spectacular Closing Ceremony.

Instead of economy-busting budgets, Glasgow Life and the OC worked with what was available in the city – fire engines and dustbin lorries, residents, volunteers, workers, and wee Scottie dogs, with the celebrations beaming across the city at the Glasgow Life Live Zones and the BBC Live Site, making sure that the whole of Glasgow could soak up the jubilant atmosphere.

## Legacy from the Games

From its outset the plan was always to have a lasting legacy for Glasgow from the Games.

Since 2009 almost £200 million has been invested in sports facilities across the city and during the same period attendances at Glasgow Sport venues have increased from 5.4 million to 6.3 million. Increased support for sports clubs and an extensive range of physical activity classes means that more people than ever are being encouraged to adopt more active lifestyles, contributing towards improving the health and wellbeing of the citizens of Glasgow.

Glasgow Sport legacy programmes continue to support local sport clubs, helping to increase membership, recruit and train volunteers and support and train coaches, while working within quality schemes ensuring the long-term legacy to increase the capacity of the sports infrastructure through improved club development and coach education is realised.



The Host City Volunteer (HCV) Programme, led by Glasgow Life (funded by The Big Lottery, Glasgow City Council and Glasgow Life) was developed to help maximise the potential impact of the Games on civic pride and volunteering legacy aspirations. Through the programme 1,100 local volunteers were recruited, trained and deployed in city centre high footfall areas and Festival 2014 'live zones'. HCVs assisted with way-finding and provided general information to spectators and visitors to the city complementing the role of the Clyde-siders, the OC volunteers who were based in and around Games' venues.

**1,939 applications**

**1,174 volunteers recruited**

**22,260 hours worked**

This activity supported a key legacy ambition to grow participation in volunteering in the city, particularly among under-represented groups including disabled people, older people, and those living in deprived areas of the city as well as asylum seekers.

Glasgow City Council and Glasgow Life are working closely with Volunteer Glasgow and other agencies to ensure that there are opportunities for Clyde-siders, Host City Volunteers, Ceremonies Cast and others who so generously gave their time during the Games to continue to contribute to the success of future events in the city and other aspects of civic life.

## Life after the Games

So what does all of this mean for Glasgow Life?

What does it mean for the city?

What does it mean for our staff?

And what does it mean for the future?

The Commonwealth Games was a milestone, not a destination and it gives us something to build on for the future. A range of evaluations are being carried out to track the benefits from the investment of money and effort, and to learn lessons for the future. Economic evaluations to help us understand how the long term investment in the city's infrastructure contributes to economic recovery; media evaluations to capture changes in Glasgow's global reputation and international partnerships; our position on world leaderboards including SportBusiness Ultimate Sports City (Glasgow is currently ranked eight), the usage of our venues and the impact on surrounding communities, especially newly built venues and those buildings that were used during the Games, and finally, but very importantly, the opportunity we now have to work with people in our communities who previously did not know, or were not interested in, what Glasgow Life has to offer.

If "People Make Glasgow" then it is an absolute fact that the 2,673 people who make up the workforce of Glasgow Life, working in our city, in our venues and in our communities, with our customers and learners, our partners and sponsors, truly made the XX Commonwealth Games the best ever. Together We Delivered.

# Our Contribution

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We have consolidated and strengthened the services entrusted to us by the City to manage. After seven years almost 130 million attendances have been recorded across all our services including 44.5 million at Glasgow Sport, 26.3 million at Glasgow Museums and 39.0 million at Glasgow Libraries. Glasgow Life is leading in the sector for culture and sport, contributing to city and national tourism and economic recovery.

Under Glasgow Life's stewardship we have grown the Glasgow Club from 27,849 to 65,739 members, and the corresponding income generated from Glasgow Sport has hit an all-time high in 2014-15 of £20.5 million (from £4.4 million in 2007). Our library service has issued over 15 million books in that time and we have responded to changing demands by developing a thriving online library offer; in 2014-15 we recorded 1.4 million virtual interactions.

Glasgow Life engages tens of thousands of people annually in learning activities across the city. The provision has a significant role in increasing employability skills and moving people into a position where they are better placed to enter the job market, and sustain economic growth. Moreover Glasgow Life has a significant learning and coaching offer through our cultural and sporting activities, for example, Young Sports Leaders, through Libraries digital and family learning provision and through Arts and Museums audience focused creative learning programmes, which in turn help build the capacity of individuals, families and communities.

In the Glasgow Household Survey our services have recorded consistently high satisfaction ratings. When ranked alongside other Council family services libraries, museums and sports facilities have been ranked in the top five

and since 2009 museums is the top ranked Council family service for customer satisfaction.

The city is now home to four of the five Scottish national performing companies, which are valued locally, nationally, and internationally.

And in 2014-15 we helped deliver the Best Games Ever.

## XX Commonwealth Games

The work to deliver the Games started in 2007 when the decision to award the Games to Glasgow was announced. The Glasgow Life and Glasgow's Games! section provides more information on the scale of our input and commitment.

The greatest prize from the Games will be an increase in participation in sport throughout the community, stimulated by the inspiring performance and record medal haul for Team Scotland. Sport attendance levels since 2007 shows a steady upward trend. The initial figure of 4,169,059 million usages in 2007-08 had increased to record levels by 2013-14, when it reached 6,569,174 million. In 2014-15 there were 6,345,213 million attendances, down on 2013-14 due to eight venues being closed to the public for almost two months during the Games.



## 2014-15

At a time of continued economic uncertainty we face pressure on budgets because of a combination of increased demand for services and reduced funding. We have had to make important decisions about our priorities, spending and service demand pressures, and ability to address the significant variations in outcomes experienced by different communities and groups.

Despite this we remain committed to utilising the scale, reach and depth of our services and networks to enable a greater proportion of Glasgow's communities to access the world-class opportunities the city provides.

Our vision is to inspire Glasgow's citizens and visitors to lead richer and more active lives through culture, sport and learning. This is a vision that everyone who works, lives, invests, studies or visits Glasgow, regardless of their age or background, can identify with. Given the sheer breadth and scale of the services we provide, this update can only ever be a snapshot of our contribution.

Working with the various public bodies including NHS and third party and charitable organisations including Macmillan we have established and co-ordinated a programme of well-targeted, practical support that will help us implement our key objectives effectively. Examples include Macmillan @ Glasgow Libraries and Good Move.

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, contributing to the two long-term legacy outcomes for Active Glasgow. Early successes include: the number of clubs working with Glasgow Life has almost doubled from 327 to 636 since 2009. 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 benefiting from Glasgow Life's support.

We launched 'A Vision for Glasgow Libraries', our response to the national decline in traditional users of library services, changing technologies, the emerging Scottish National Library Strategy and a need for vibrant community focal points.

## A World Class City

The Commonwealth Games left a legacy of world-class sporting facilities and it cemented Glasgow's position as a top ten destination for sporting events – as measured by two independent bodies: SportBusiness Ultimate Sports City Awards and SportAccord Awards. Glasgow's Major Sports Event Strategy, delivered by Glasgow Life, has capitalised on a once in a lifetime opportunity arising from the status of host city of the XX Commonwealth Games to secure an impressive programme of International championships and sporting events including, the World Gymnastic Championships and IPC World Swimming Championships (2015), the British Olympic Swimming Trials (2016), World Badminton Championships (2017) and co-hosting of the inaugural European Sports Championships – in tandem with Berlin (2018). With bids for other international events forthcoming we aim to build on the City's international reputation as the equal of cities many times our size and population.

The Festival 2014 cultural programmes saw 1,500 events bring colour and excitement to the summer of 2014, building on the success of our annual events calendar which includes Celtic Connections, Merchant City Festival, World Pipe Band Championships and Glasgow Loves Christmas; all of which continue to flourish as Glasgow grows in reputation for delivering world class events.

Since its launch 24 years ago during Glasgow's 1990 European City of Culture festivities, the Mela Festival has grown and is now Scotland's biggest and Europe's longest running free multi-cultural event. The event recorded a record breaking attendance in excess of 47,500 in 2014-15. Moreover 100 Host City Volunteers worked at the event, giving that team a valuable experience prior to the Commonwealth Games.

*Burrell at Bonhams*, an exhibition of masterpieces from the Burrell Collection, attracted 15,000 visitors on its four week exhibition in London. The event featured works by Rembrandt, Cezanne and Degas as well as the marital bed head of King Henry VIII and Anne of Cleves. *Burrell at Bonhams* was the first exhibition outside Scotland of works from the Collection and will be a prelude to the first ever international tour. The refurbishment and redisplay of the Burrell collection will reinforce the City's reputation and contribute to Glasgow City Council's ambition to remain a World Class City.

Cultural activities make a huge contribution to people's mental and physical wellbeing, bringing greater knowledge through experience. Maximising participation in the city's cultural offering for its local communities will continue to be key to building this wellbeing, and supporting Glasgow's ambitions for a thriving and vibrant city.

In order to address health inequality, help people on lower incomes and encourage a legacy from the XX Commonwealth Games, we provide a range of free sport activities for the under 18s and over 60s. During 2014-15 there were over 300,000 up-takes including over 223,200 free swims, 15,000 free golf sessions and 9,100 bowls attendances. Our under 18 free 'happy hour' football sessions continue to grow in popularity with a recorded 1,320 attendances in 2014-15.



## Learning City

Learning is central to the work of Glasgow Life. Our learning offer spans all levels and ages. In 2014-15 there were over 463,000 attendances at learning activities provided by Glasgow Life and our partners. Our programmes cover a range of areas including key support for employability, the impacts of welfare reform, early intervention (includes family literacies), reducing re-offending and personalisation of care.

Glasgow Life, as Chair of Glasgow's Learning Partnership, is working with partners across the city to develop and implement a city-wide Community Learning Plan.

Glasgow Life has a range of programmes to support families and outcomes for children and young people, delivered by ourselves and in partnership, contributing to One Glasgow. In 2014-15 there were almost 45,000 attendances at Bounce & Rhyme sessions.

Class Connections promotes Glasgow Life and Glasgow City Council's cultural and educational programmes by making it easier for groups to visit arts venues, libraries, museums, parks and sports centres through a free transport service to all of Glasgow's schools and registered groups operating during school holiday periods. During the year 322 establishments accessed the service: 6,408 trips were undertaken giving 224,280 young people access to the service.

We helped deliver an integrated approach to increase physical activity amongst school aged children and young people in partnership with Education Services and sportscotland. We recorded 599,000 attendances at activity sessions in schools and established 1,219 school club links.

In 2014-15 more than 1,700 people volunteered over 37,000 hours of their time with Glasgow Life, representing a financial contribution of over £453,990 (this figure does not include Commonwealth Games volunteering). We celebrated this essential contribution by inviting more than 300 of our volunteers to our first Glasgow

Life 'Celebration of Volunteering' event in Kelvingrove Art Gallery & Museum in January 2014. With the help of our partners on the Strategic Volunteering Framework we are now planning a larger event to celebrate the contribution of all Glasgow's volunteers in June 2015. Encouraging more volunteering amongst residents and workers in cultural activities in the city and the city fringes will help build a sense of community belonging and participation, and support shared experiences and understanding between the city's differing communities.

### **A city that looks after its vulnerable people**

In 2014-15 the Active Health team created an over-arching brand, Good Move which provides a simple, highly visible and unified message of "sit less, move more". The brand created a single referral point for anyone in Glasgow looking to become more active. We work with people across Glasgow who are experiencing or at risk of poor health associated with inactivity, and support and motivate them to enjoy the benefits of exercise through a range of fun, appropriate activities. We are working to break down barriers to inactivity including, taking classes to the participants in local community facilities.

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 dedicated help within their local community. It's the first of its kind in the UK, and has become a model for best practice.

In 2014-15:

- there was a Macmillan presence in 21 venues, 15 volunteer led drop-in services and 14 information points.
- Macmillan @ Glasgow Libraries saw 2,209 attendances at its Cancer Information & Support Services, a 16% increase on the same period last year.
- Macmillan @ Glasgow Libraries had 129 volunteers, 19.4% are from BME backgrounds, 3% higher than Glasgow's BME population.

Our work with volunteers was recognised when the Macmillan @ Glasgow Libraries volunteer team was awarded the prestigious Active Citizens of Europe (ACE) award in recognition of the programme's volunteer language register. Volunteers are able to support customers in twelve different languages, enabling the service to expand its reach and become more inclusive to those with English as a second language.

### **Economic**

Glasgow Life is the main provider of basic digital skills and digital participation activities in the city; contributing to Glasgow's Digital Strategy. Over the last year Glasgow Life customers accessed more than one million hours of free internet access via 630 Learning Centre PCs in the city's 33 libraries, with free Wi-Fi also available in seven library locations.

A key priority for Glasgow Life is to support the Digital Glasgow Plan roll out of free Wi-Fi across the directly managed community venues in the city; broadband was introduced to 27 community facilities and 4 public halls during December 2014 and Glasgow Life has extended this provision to Tramway, the Riverside Museum, the Royal Concert Hall and City Halls. During 2015 we will drive forward our plans to extend free Wi-Fi to all libraries, museums and sport centres.

Glasgow Life is committed to creating an environment where enterprise, work and skills development are encouraged. In 2014-15 Glasgow Life supported 12 Modern Apprenticeships (MA) in Administration, across all parts of the company, with an additional 20 young people involved in Glasgow Sport's Coach Core programme, which has a similar format to the MA scheme. Our apprenticeships include Customer Services, Business & Administration and Live Events & Promotion. In addition, 50 students from schools, colleges or universities gained valuable work experience with Glasgow Life.

Street League's partnership with Glasgow Life and Clyde Gateway won the Economic Growth category at the 2014 Glasgow City Council Flourish Awards. This year the awards celebrated the achievements of

organisations in guaranteeing a lasting legacy from the XX Commonwealth Games. Street League and Clyde Gateway, the urban regeneration company, worked together to support Glasgow Life's Sports Venues Employability Programme and were awarded first prize for helping young people in the East End of the city take advantage of the new job opportunities and benefits attached to the construction of the Emirates Arena. The partnership delivered six Academy programmes which helped 78 unemployed young people progress into employment, education or training, including 28 jobs with Glasgow Life.

Thousands of Glasgow residents volunteered during the Commonwealth Games as one of the 1,200 Host City Volunteers, the 12,500 Clydesider volunteers, or the 3,000 volunteer cast members, reinforcing the message that "People Make Glasgow". Since the Games we have been working to build on the unparalleled interest for volunteering within the city. In 2014 we launched a new website to bring together volunteers and volunteering organisations. All our youth volunteering programmes are connected with the website to encourage the next generation of volunteers.



## A sustainable city

Glasgow Life has a strong energy efficiency programme that includes both technological and staff intervention. We are committed to reducing consumption and we continue to target reductions in carbon and cost through our key performance indicators. In 2014-15 we reduced our year on year gas consumption by 5.4% and electricity consumption by 3.7%.

In addition to the roll out of the Environment Resource Pack, we have developed a Carbon Management Action Plan to assist in meeting targets and focussing on key areas of improvements. To ensure compliance with the Waste (Scotland) Regulations, the implementation of mixed dry recycling infrastructure across the property portfolio continues to be refined and further recycling streams implemented during 2015-16.

## Equalities

Glasgow's demographics have changed radically over the last ten years and we need to improve how we understand the needs of our customers and how we incorporate these into the planning and delivery of our programmes, events and activities. We also have to get better at understanding and addressing the structural and attitudinal barriers to using our services. In addition, our workforce does not reflect the diversity of the communities we serve. We need to understand and address under-representation amongst our workforce and also work hard to make Glasgow Life a great place to work with opportunities for progression regardless of background.

As a public body Glasgow Life has a range of duties under the Equality Act (2010) including delivering specific equality outcomes set by the City. Compliance, risk and governance are vital but increasingly we recognise the business and ethical cases for improving our approach to equalities and diversity.

To this end in 2014-15 Glasgow Life commissioned two external reviews of the organisation's approach to equalities and diversity. We have developed a comprehensive process in response to the findings of these reviews. This involves harnessing both personal life experience and the skills and expertise of staff demonstrating good practice; developing existing and new formal relationships with equality and diversity organisations in the city to improve our practice; and creating staff champions who will be supported to help implement a new action plan.

An external Advisory Group comprising voluntary sector and community organisations with equalities and diversity specialisms will act as a critical friend to Glasgow Life providing advice, specialist support and challenge as we develop an action plan for full implementation during 2015-16.







# Glasgow Libraries



**OVER 5.3 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 2014-15 there were over 5.3 million visits and more than 1.1 million usages of PCs and Wi-Fi across the city.

Online services continue to be very popular with users with 1.4 million "virtual visits" recorded during the year. In 2012-13 the number of virtual visits was 23% of all library visits, rising to 25% in 2013-14. In 2014-15 virtual visits accounted for 24% of all library visits. This invaluable service allows library users to renew loans, reserve items and browse the online catalogue.

## Library Digital Offer

Libraries e-reading offer continues to perform well, particularly for the leading E-Magazine service – Zinio. With a host of leading titles like *Hello* magazine and *Top Gear* its usage has increased by 82%.

Downloaded E-books increased by 47% to 16,076 and E-Audiobooks were up by 39%.

**Glasgow Libraries App** has seen usage figures steadily increase year on year since its implementation and this year saw an 12% increase in launches on the previous year with more than 50,000 usages. This facility allows

our customers access to their account and performs all the core membership functions at the touch of a button.

**Glasgow City Archives** are part of our national and civic memory, and Glasgow Life is responsible for maintaining these on behalf of Glasgow City Council and its predecessor authorities. This together with private collections from individuals, families and organisations, allows the community to understand their history, society and culture. Dating from the 12th century, the archives include records of national and international significance, attract visitors from across the world, and help people, communities and the city make sense of the present and discover a shared sense of the past.

Archives inspire education and learning and Glasgow's archives have played a crucial role in formal education – from early years to postgraduate studies – but also learning in a much broader sense, engaging people at every stage of life. Archive staff delivered 97 learning events to 3,110 participants helping to make connections with the story of Glasgow and the stories of their families and communities.

As part of Glasgow's **First World War centenary commemorations**, the City Archives has been engaging with volunteers to help explain, understand and make accessible the story of the City's role in the Great War.

The **Digital Volunteers** pilot project was established as a way of offering 'one to one' digital support for people facing digital challenges brought on by the introduction of Welfare Reform.

## Digital Learning: Volunteer Pilot Programme

Jimmy is in his early 40s and has suffered with mental health illness for a number of years rendering him unable to work. This led to Jimmy feeling overwhelmingly isolated and suffering horrendous panic attacks leaving him rarely able to go out.

However during a period of improved health, Jimmy felt that he wanted to re-join the "community" again. Being used to earning a salary in previous years and finding it extremely challenging to manage on benefits he felt that this was a positive step to breaking the vicious cycle he was in.

Supported by an employment group, Jimmy started to attend his local office periodically which subsequently increased to several times a week. During this time he built up skills and confidence and found that he was able and willing to help other people with basic digital skills which he found to be a great personal boost and felt a good sense of achievement. Encouraged by an adviser he nervously applied for a position of Digital Volunteer with Glasgow Life and was successfully appointed.

Having completed the training programme, he is now supporting the Digital Volunteer Service in two different libraries in the city.

"The volunteering role has given me the opportunity to gain confidence and self-esteem by being part of a work place again, working alongside other people, learning what it's like to be involved with the community again and gaining new skills in the process in a stress free friendly working environment.

Seeing how my help brings happiness to other people as I help to resolve an issue or problem that they've encountered has greatly improved my own confidence. I feel that I've had a positive impact on the service provided by Glasgow Life which has been recognised by customers who have recorded my enthusiasm and willingness to help people out through the feedback forms. This has been a very positive opportunity for me and I think it would be beneficial for other people too."

Our Library service has been working with the **Colourful Heritage Project** which captures the memories, stories and adventures of the first generation of early Muslim and South Asian migrants to Scotland. The City Archives will be the repository for this collection, which includes the archives of Bashir Maan, former Baillie of Glasgow, and the first Muslim councillor in the UK. This was launched in The Mitchell at an event chaired by Lord Martin (former Speaker of the House of Commons) and in the presence of Lord Sheikh, the first Muslim Conservative peer.

Working alongside members of the Scottish Military Research Group, Glasgow Life launched an online database in November 2014 containing details of almost 2,800 men who served in the 1st and 2nd Glasgow

battalions of the Highland Light Infantry. Other volunteers are compiling resources which will give a real flavour of the Infantry's actions during the war and information about those who survived.

The second ever **Wee Write! Glasgow's Book Festival for Children and Young People** took place in March 2015 and is the only dedicated children and families book festival in Scotland. Wee Write is a real celebration of the wonderful world of children's books and promotes the hugely positive role of reading and library use by bringing books alive and giving children the chance to meet their favorite authors. The Mitchell Library hosted appearances from much-loved writers including Simon Bartram, Lari Don, Barry Hutchison and our headline





author Mairi Hedderwick - of Katie Morag fame!

The Wee Write! school's programme also provided ideas for classroom activities linked to the Curriculum for Excellence outcomes, to extend the experience and learning of our young audiences. After each event, children, teachers and parents had the opportunity to meet authors and illustrators, buy books and have them signed. A real thrill for young fans and once again achieved great success and attracted an amazing audience of 14,423. The festival is a key part of Glasgow Libraries' Reader Development Strategy.

### Glasgow Life School Library Services

continue to provide an invaluable service with 146,568 book issues across the city's 29 secondary schools during the year – an increase of 15% since 2013-14. The School Library Service also recorded over 604,651 visits by pupils and staff, an increase of 5% on 2013-14.

The School Library outreach delivered almost 26,000 individual items to schools in the city including story sacks, big books, costumes and artifacts to support Curriculum for Excellence.

### Future Families

There were 43,744 attendances at 1,463 **Bounce & Rhyme** sessions an increase of 18% in attendances and an increase of 4% in programmed sessions since last financial year – a total of 11,382 participants engaged in these sessions, of which 4,073 participants were new to the programme. A further 3,864 attendances were recorded at 352 **Toddler's Tales** sessions engaging with 739 individual participants.

Glasgow Libraries works in partnership with Scottish Book Trust to deliver book gifting schemes through **Bookbug Packs** distributed to all children in Scotland at key developmental milestones; six weeks, 18 months and three years old and Gaelic Bookbug Packs. Glasgow Libraries distributes these packs to education and health partners and during the last year 18,628 packs were distributed.

Glasgow Life worked to help deliver the **Tesco Bank Summer Reading Challenge Scotland** in 2014 where Tesco Bank provided 300 starter packs for Glasgow Libraries. In 2014 2,374 children participated, an increase of 31% on 2013.

**Book Week Scotland** is a national, inclusive celebration of reading. It helps inspire people across Scotland to begin or continue their reading journey, and access readings' unique capacity for empowerment, enrichment, education, solace, pleasure and growth. In addition to book displays and promotions in libraries across the city during Book Week there were 28 specific Book Week Scotland branded events attended by 1,485 people and 2,500 copies of the free Scottish Book Trust book 'Stories from Home' were issued.

## Macmillan @ Glasgow Libraries – special feature

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 2015 there was a Macmillan presence in 21 venues, 15 volunteer led drop-in services and 14 information points. In 2014-15 Macmillan @ Glasgow Libraries saw 2,209 attendances at its Cancer Information & Support Services, a 16% increase on the same period last year.

- This number includes 1,830 different individuals attending our services
- 50% of individuals attending Macmillan library services are patients
- 30% are family members
- 7% are carers
- 5% are friends
- The rest are made up of others affected by cancer and professional workers
- 73% of all attendances were female and 27% were male
- 71% of service users were aged between 45 and 75
- As part of Macmillan's partnership with Cancer Support Scotland, they provided 153 complementary therapies and 276 Talking Therapies with Glasgow Libraries
- To date, Macmillan @ Glasgow Libraries has provided a total of 15,000+ Macmillan Cancer Information Leaflets to individuals affected by cancer
- Raised awareness having 2,596 contacts at over 40 different events across the city
- 129 Volunteers (19.4% of volunteers are from BME backgrounds, 3% higher than Glasgow's BME population)

A more representative volunteer force has enabled Macmillan to provide a more inclusive service to people affected by cancer in Glasgow. Volunteers in Glasgow have donated a phenomenal 14,000 hours to the programme since its inception in 2012. This commitment was recognised by Macmillan in the charity's annual volunteer awards.

Community engagement was highlighted as a priority for 2014, with the programme having significant success in fostering current partnerships and laying down the foundations of many new partnerships. This year, Macmillan have streamlined and defined their referral pathways with many of their partners which has resulted in volunteers capturing 239 outgoing referrals, with 97 direct referrals being received. These include referrals to and from improving the Cancer Journey, Longer Term Conditions Benefits, Cancer Support Scotland, The Alliance Link Practitioners, and various other Macmillan Programmes.

Commitments and plans are in place which will ensure that the Macmillan centres become an affordable and routine part of the business of Glasgow Life. Based on the experience so far, there is also interest in exploring how the service can be extended to support people with other long-term conditions in Glasgow or replicated (with careful adaptation) to other settings throughout the UK.

## Aislinn's Story

My name is Aislinn Gallanagh and 2 1/2 years ago I was diagnosed with stage two breast cancer and a whole chapter in my life turned onto a page that I was not at all ready for.

Although initially I was hugely shocked, I very soon adapted to a way of life where I spent most of my time telling others I was fine and being positive, but behind all this, I was falling apart inside. Comparatively, I found the initial stages to be the least difficult as there were lots of appointments I needed to attend and lots of friends and family to rally round and keep me company.

It is the aftermath where the legacy of my cancer is very evident. I felt like a puppet on a string with many well-meaning puppeteers controlling my every move. Advice was no longer a recommendation offered as a guide, it was something that I was expected to act upon and live by. Normal every day happenings such as eating, sleeping, drinking, rest time, work time all became a hot topic for debate. In short, my life no longer belonged to me but was the property of the cancer that I was diagnosed with.

However, no matter how much I tried, I found that the enormous feeling of guilt I had wouldn't go away, a feeling which I found very hard to deal with. At the time of my diagnosis, I had a 15 month old son and although I knew that if anything happened to me that he would be looked after, I felt a huge sense of loss and sadness for him.

Nine months ago, at the Macmillan Cancer Support centre in my local library I was asked if I would like to attend a class called Chi Gung. I had no idea what it entailed, but as I was desperately seeking something to put my life back on track, I agreed. A referral was made and soon afterwards Craig Menzies, organiser of Chi Gung, phoned me. Looking back now, that first contact was hugely important, although I didn't realise it at the time. Craig explained all about Chi Gung in a way that really sounded like something exciting and fun.

On the day of my first class Craig met with me downstairs. I'm not sure if it was deliberate on his part or not, but walking into a class on my own would have been extremely stressful.

Through the classes I learned how to meditate, something that I had never done before, but have continued to do when I feel anxious, unable to sleep or in particular, after having nightmares. Engaging in gentle exercises reignited my passion for fitness which highlighted a passion that I had forgotten about and led me to enquire with a physiotherapist as to whether I would be able to return to the gym. After being given the green light, I re-joined my local gym and attend at least three times a week, leaving me feeling better about myself and feeling less exhausted.

It should not be hard to discern from what I have just said that my referral to and attendance of Chi Gung classes and from the doors that it has opened for me, have played a huge part in my recovery and opened up a new chapter in my life. That other chapter will never close as it has had such an impact, but this chapter looks brighter, secure and a place where the hopes and dreams I had for myself and my family will now be realised.





# Glasgow Communities



**1,333,462 ATTENDANCES**  
AT GLASGOW COMMUNITY FACILITIES



**FREE WI-FI** ACROSS THE NETWORK  
OF 27 COMMUNITY FACILITIES  
AND FOUR PUBLIC HALLS

**Glasgow Life's dedicated community based services ensure that local residents are given the opportunity to participate regularly in cultural and sporting activity and support their learning aspirations.**

## Learning

The **Community Learning & Development Plan** to be published in September 2015, will change the way we work, taking an aspirational and innovative approach to learning. It aims to ensure that learners and communities are at the heart of all services. Glasgow Life leads the city's Learning Partnership which will have oversight of the delivery plan, working to six key themes from 2015-18.

We would like to thank the partners from NHS; Greater Glasgow & Clyde, Skills Development Scotland, Volunteer Glasgow, Glasgow City Council, and the Third Sector Forum.

An important part of the work has been about engaging wider stakeholder interests through a series of consultation sessions. Over 120 organisations attended these events and their comments and views have been used to inform the content of the plan.

Work with **young people** continues to be a major strand of Glasgow Life's services with our Communities Teams at the forefront of delivery.

Glasgow Communities has a staff member aligned to each secondary school in the city, forging strong local links, and ensuring the delivery of the Curriculum for Excellence goes beyond the school gate. Programmes are offered in school and in the community giving young people tailored support, flexibility and choice. Quality-accredited courses allow young people to develop transferable skills for employment and present valuable learning opportunities for young people at risk of disengaging from education. Consequently there are structured activities and opportunities to socialise and re-motivate individuals.

In November 2014, Glasgow **Duke of Edinburgh's Award** had one of the biggest award ceremonies in Scotland for young people who had completed The Duke of Edinburgh's Award at Bronze, Silver and Gold. The ceremony was held at the Royal Concert Hall, which provided an amazing venue for what was a special night for the 1,000 strong participants and guests. Over 460 young people from Glasgow have completed the award this year, which is a 54% completion rate, 14% above the national average.

This completion rate is all thanks to the group leaders, teachers and volunteers who support the young people through the award and some of these people were also acknowledged through the Scottish Power Foundation's Inspiration Awards.



Glasgow Communities' Sharon Young was awarded **Leader of the Year** for outstanding support of her young people and leaders supporting new groups.

The Netherton Open Award Group, run by our West Area Team, was named as Centre of the Year, the first time this award has been presented and Dr Bridget McConnell was there to present the trophy to Learning Assistant and Centre Co-ordinator, David McKay.

### Youth Achievement & Dynamic Youth Awards

Glasgow Life is an operating agency for the Awards and in 2014-15 supported 13 participating units to deliver the awards. Aimed at young people aged 14+, **The Youth Achievement Awards** provide opportunities for young people to develop the four Curriculum for Excellence capacities: successful learners, confident individuals, effective contributors and responsible citizens. They recognise young people's contributions in a variety of settings including youth work, volunteering, active citizenship, and formal education.

The **Dynamic Youth Awards** are similar to the Youth Achievement Awards but are aimed at the 10+ age group. They are credit rated on the SCQF at level 3 by the SQA and like the YAA's they are peer assessed by other young people. 207 young people successfully gained certification for their Dynamic Youth Awards with a further 350 currently participating who are expected to gain certification in 2015-16.

Glasgow Life is committed to reaching all citizens, particularly those who face additional barriers or who are in vulnerable circumstances. The young carers **All about me project** was identified through consultation with young carers about the key issues that affect them. Issues such as low confidence and poor self-esteem, and at times, poor social skills, contributed to young carers feeling isolated and angry. They felt that they were never identified as just young people but always with the young carer's stigma. After successfully accessing funding, Glasgow Communities staff worked with 25 young carers on this project between two groups from 8-16 years old in partnership with Glasgow North East Carers Centre.

Through confidence building workshops, photography and graphic art each young person can now see themselves as other people see them. Encouraged through art mediums the young people wrote about what was important to them and what makes them feel happy in their life; ultimately using art as a method of self-care and positive reinforcement when times are difficult in their caring role. Impact statements from young people describe the positive difference participation in the project has made to them.

### City-wide Youth Work Partnership

Whilst work continues at a local level, Glasgow Life identified a gap in the strategic planning for youth work in the city, recognising that there was not a city wide forum for people to come together. In December 2014 a survey of 38 key stakeholders identified a commitment and willingness to have a city-wide partnership which Glasgow Life is now facilitating.



The key functions of the partnership are to join up local networks and link into national strategies, setting priorities and sharing practice.

### Adult Learning

Glasgow Life provides a range of learning opportunities for adults across the city. Opportunities include English as a Second Language (ESOL), Introduction to Computing and brushing up on reading, writing, spelling and numbers.

Glasgow Life has the strategic lead role for the Council's Integrated Grant Fund Learning Programme which supports organisations across the Glasgow's Learning Partnership to deliver adult literacies learning programmes. In 2014-15, 31 grants totalling £1,798,034 were awarded.

Community-based learning providers are on track to work with over 4,000 adults, of which 587 are Glasgow Life learners, with an additional 8,000 learner accessing college adult literacies support.

Glasgow Life secured an IGF grant to work with 174 learners to further develop family, youth and criminal justice adult literacies programmes across the city. This work supplements our core adult literacies service.

Glasgow Life was awarded £30,235 by the Scottish Funding Council in 2014-15 to deliver **ESOL learning programmes** to over 200 adults to support participants to learn to carry out everyday transactions in English; improve their conversational English and learn basic English grammar. Glasgow Life also worked with partners in Glasgow's Learning Partnership Adult Learning Group and the Youth Employability Partnership to develop

additional community based ESOL with a focus on employability. These programmes supplement our core ESOL learning provision.

In response to requests from ESOL learners for information about the history of their local area handling kits from the Glasgow Museums Open Museum are used to allow learners to have 'hands on' historical workshops of 'Old Glasgow'.

In 2014-15 Communities staff in the South of the city worked in partnership with **Alzheimer's Scotland** to encourage participation, involvement and engagement in culture and sport with over 60 people living with dementia.

Through dementia awareness and training for staff, making activities and venues more dementia friendly, people with dementia and their carers are more likely to use our leisure facilities and participate in physical activity classes.

Glasgow Life staff are now more able to engage with and support service users living with dementia.

**"I like to keep fit and meeting up with old friends and meeting new people has been a treat."**

**"Since joining the easy exercise I have met many new people and my blood pressure has improved."**



**The Life I Want (TLIW) Public & Social Partnership** is an innovative partnership which is redesigning and developing support and opportunities for people with learning disabilities across Glasgow with the aim of providing people with more choice and control in their lives. Glasgow Life as part of this unique partnership recognised that there was a lack of day opportunities in the North East of Glasgow. Glasgow Life worked with partners Fairdeal, Community Lifestyles/Key, Mainstay and The Mungo Foundation on a demonstration programme offering people with learning disabilities alternative opportunities in Glasgow Club Crownpoint Sports Complex. The success of the work at Crownpoint will be used to shape new services in various locations across Glasgow.

A key priority for Glasgow Life to support the **Digital Glasgow Plan** is the roll out of free Wi-Fi across the directly managed community venues in the city; broadband was introduced to 27 community facilities and four public halls during December 2014 and we have secured this provision with BT for 10 years. Glasgow Life will be reporting on the success of this initiative from 1 April 2015.



## City Building

Glasgow Life has had a partnership with City Building for a number of years but in 2014 they became our first Communities Supporter. Their support has helped to provide IT equipment to community centres across the city so that our customers can take advantage of the new citywide Wi-Fi provision. This access supports our work in tackling social isolation and improving digital skills across the city.





## Adult Literacy and Numeracy: Edward's Story

Petershill ALN is an open programme for adults who need extra support with their reading, writing or number work. There are two tutors who help learners to work out their individual learning plan, building a programme of learning appropriate to learners' needs.

Edward has been attending the group for 10 months. His Dad had always sorted out his money and medication, but when his Dad became ill Edward realised he would need to do this himself. He asked his nurse at Springburn Health Centre for advice and she suggested he tried an Adult Literacy group. She phoned the North East team and Edward spoke to Laura who set up his first visit.

Edward is now much more confident in managing his money and medication. As Edward says, "I can work out money in my head now as Dave has shown me simple ways to do it. I have thirty pills a day and I manage them myself now too. The tutors don't give you the answers, they show us the method and we work it out ourselves".

Edward has benefited from the social side of the group too. As he says, "It's a good support. We help each other. We have a wee gab but we work too. I look forward to seeing friendly faces every week, and we learn from each other too. I'm enjoying the Six Book Challenge, it's like a wee competition with the others".

As part of the group Edward recently attended a Scotland's Learning Partnership Event at the Mitchell Library about Adult Learning in Scotland post referendum. Edward said "I was nervous as I had no confidence to meet new people but I went in and ended up talking to learners from all over the country."

Edward looks forward to developing his confidence further in dealing with his personal finances within the group.





# Glasgow Sport



**6.3 MILLION ATTENDANCES**  
AT GLASGOW SPORT FACILITIES

## The “Best Games Ever”, a phenomenal year for sport and an exceptional year for Glasgow Sport.

Glasgow’s international sporting reputation has never been higher after delivering the “best ever” Commonwealth Games, the IAAF Diamond League and Gymnastics World Cup during 2014-15. With the World Gymnastic Championships and IPC World Swimming Championships (2015), the British Olympic Swimming Trials (2016), World Badminton Championships (2017) and the British Indoor Grand Prix Athletics in 2016, 2018 and 2020, we aim to build on the city’s international reputation as the equal of cities many times our size and population. Further to this, Glasgow will be staging the inaugural European Sports Championships in 2018 in tandem with Berlin with the European Championships for Swimming, Cycling, Rowing, Triathlon and potentially Gymnastics in Glasgow and Athletics in Berlin.

In 2014 Glasgow was ranked as the eighth best sports city in the world, having been given this status at the SportsBusiness Ultimate Sporting Cities Awards. These Awards are internationally recognised rankings of the world’s top sports cities.

As well as the economic benefits it is hoped that the world class events will inspire people and build confidence in the city population to make positive health and active living choices and highlight opportunities for young and vulnerable people.

Glasgow Sport also has a key objective of getting the disengaged engaged and getting the inactive active. The XX Commonwealth Games has provided added momentum but most of the work and the outcomes that are outlined on the following pages are the result of work started several years before the Games.

### Attendances at Glasgow Sport facilities for the last five years

<b>2014-15</b>	<b>6,724,666*</b>
2013-14	6,569,174
2012-13	6,253,347
2011-12	5,897,355
2010-11	5,442,841

\*Eight key venues including the state of the art Emirates Arena, Tollcross International Swimming Centre and Scotstoun Sports Campus were closed to the public for almost two months during the Games. This figure includes 379,453 Games spectators.

Glasgow Club (Direct Debit) membership is 40,596, an increase of 11% compared to this time last year (36,500). Glasgow Club Pay As You Go Memberships is 25,143 a decrease of 19% compared to this time last year (31,200). The reduction is due to a targeted marketing campaign to move customers from PAYG to Direct Debit.



### Health Inequality Free Sport

In order to address 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 2014-15:

- Over 223,200 free swim entitlements were taken up – 108,900 young people and over 114,000 adults aged 60+ took advantage of the free swim offer in pools across the city. We also had 15,733 participants across our learn to swim programmes teaching a vital lifesaving skill and a good form of exercise that everyone can do regardless of age.
- Over 15,000 free golf entitlements were taken up – over 400 by young people under 18 years of age, and 14,500 by the over 60s – across all eight of the city's courses.
- There were over 5,500 free tennis attendances – 5,300 by young people under 18 years of age, and 220 by the over 60s – across all outdoor venues. Outdoor tennis is free to everyone with a further 16,000 attendances, bringing the total to almost 21,500 across the city.
- There were over 9,100 free bowls attendances – 1,500 by young people under 18 years of age, and 7600 by the over 60s – across all outdoor venues. Outdoor bowls is also free to everyone, generating a further 28,500 attendances, bringing the total to 37,600 across the whole city.
- There were 1,320 attendances at free 'happy hour' football sessions in eight venues across the city. The five-a-side happy hour for juveniles was expanded

in 2014-15 to include all week days and extend the designated timeslot for each day from 4–5pm to 2–5pm. The initiative continues to grow in popularity, the Emirates Arena the most popular venue recording more than two-thirds of the attendances.

### Good Move

In 2014-15 the Active Health team created an over-arching brand, Good Move which provides a simple, highly visible and unified message of "sit less, move more". The brand created a single referral point for anyone in Glasgow looking to become more active. The Good Move model focusses on targeted provision of encouraging inactive Glaswegians to become active.

The Active Health Team and Glasgow Sport fitness professionals work with people across Glasgow who are experiencing or at risk of poor health associated with inactivity, and support and motivate them to enjoy the benefits of exercise through a range of fun, appropriate activities. This is achieved via innovative programmes that are specifically designed, tailored and targeted at people who are inactive. Venues have expanded beyond leisure facilities to include community facilities, schools and church halls.

Active Health Programmes include: Live Active (build confidence), Move More (living with and beyond cancer), Revitalise (easy exercise, dance or art classes), Thrive (girls aged from 12-18), Vitality (people with medical conditions), Walking (getting out and meeting new people) and Wee Play (families with children aged 2-5 to become more active together). Several of the programmes are developed by Glasgow Sport in partnership with the NHS, housing providers, charities and third sector organisations in order to extend



the reach of the programmes to key target groups such as individuals living with cancer and older adults.

Those attending the programmes have reported improvements in their physical strength and balance, increased confidence and reduced social isolation. It is hoped that these reported improvements will provide the motivation to make healthier choices about

diet, alcohol and smoking. Impact Evaluations of two of its individual programmes – Vitality and Live Active are due to be completed in 2015. There were 116,988 attendances across all the programmes in 2014-15.

## Live Active Referral Scheme

June is from the East End of Glasgow and was referred to Live Active four years ago. When she joined Live Active she was aged 41, unemployed, and a mother to two teenagers. June was referred with poor mental health and had openly spoken about attempts to take her own life on several occasions. She has COPD, is a non-smoker and does not drink. When she joined she had been told by her medical practice that she could be in a wheelchair by the time she was 50 because of osteoporosis affecting her spine and arthritis. June wanted support, advice, motivation and encouragement to improve her health and lifestyle and lose weight.

Initially Live Active worked with June to support her to exercise safely, consistently and confidently within the gyms at Tollcross and Easterhouse Sports centres. June also attended the Health Walks set up by Live Active which she found enjoyable. The support helped to develop improvements in her mental, physical and social health. As well as accessing the gym sessions and Health Walks, June was also signposted by her Live Active advisor to partner services to support her in other aspects of her health and well-being – Lifelink service, COPD results programme, Waist Winners Healthy Eating Group and an Eat Well Cook Well Programme. These were staggered throughout the duration of the 12 months support offered by the Live Active Scheme.

On completion of 12 months with Live Active June became a Walk Leader for the Tollcross Park health walks and has also organised fund raising events for the British Heart Foundation. In addition to this June took up the opportunity to become a Live Active Motivator, working with her advisor within the supervised gym sessions to help people referred to the scheme and was chosen as a Clydesider volunteer worker for the Commonwealth Games. In her own words June has said that being referred onto Live Active has “saved her life, completely changed her in the best possible way”. June now plays a major part in helping people take their first steps along the path which she started so apprehensively only a few years ago.

## Youth and Community Sport

Community Sport Hubs (CSH) are a key component of Glasgow Life's contribution to the legacy of the Commonwealth Games. The CSH are delivered in partnership with sportscotland and provide an exciting and innovative approach to the development of sport in the community through local clubs. Underlying CSHs is the theme of giving the power back to the communities empowering local people to decide what they do and how to manage their own programmes with the support from Glasgow Life professionals.

In 2014-15 community sport hubs have helped clubs to become more aware of funding and marketing opportunities and become more self-sustainable. Through ongoing partnerships several clubs have benefited from tailored advice on topics such as coach education, facility development and business planning. Over the last three years 12 CSH have been developed across the city. Each hub is unique to their community and each hub has committed to a set of principles including, growing participation and engaging the local community.

## Clubs

Building on the lasting legacy of the XX Commonwealth Games, Glasgow Sport's Clubmark accreditation scheme was introduced to ensure that people have access to high quality sports clubs across the whole city. Clubmark provides clubs with a foundation from which they can develop. The accreditation attracts support for coach education, puts in place procedures for volunteer recruitment and development and supports clubs to create a positive environment where young people can participate.

By 2014-15 Glasgow Sport has supported 118 clubs to achieve quality scheme accreditation up from 112 in 2013-14.

Glasgow Sport has supported 4,468 individuals to become qualified coaches, and helped a further 4,044 individuals complete coach education course meaning more club members are receiving improved coaching, positively impacting on their performance.

During 2014-15 there were 4,353 volunteers actively working with junior clubs, many of them part of the Sport Coaching and Volunteering programmes outlined below.

## Integrated PEPAS

Glasgow Life, Education Services and sportscotland continue to work in partnership to develop an integrated and strategic approach to make sure that physical education, physical activity and school 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 2014-15 there were 1,219 school club links created, 19,361 total junior members of clubs, 30,700 opportunities provided in primary and secondary schools for extra-curricular activity and 780 active volunteers trained and actively supporting extra-curricular activity. New member recruitment and retention, essential for club sustainability, has been supported, through club showcase events and taster sessions in Glasgow schools across 2014-15.

## Sport Coaching and Volunteering

Now in its fifth year the Glasgow Sport Young Leaders (GSYL) programme aims to engage young people aged 14-18 years old who have evidenced a commitment within the areas of sport and volunteering to develop their potential in the context of leadership. The programme has helped young leaders gain recognised qualifications and sporting experiences, supporting their development and benefiting the local community club where they volunteer. Glasgow Sport Young Leaders volunteer an average of 50 hours a year.

In 2014-15 Glasgow Sport received 104 applications, the most to date, for one of the 50 places on the programme. Those who were not successful in gaining a place were invited to be part of the 'Young Volunteer Group' to discuss their volunteering interests and to get them involved in further volunteering/coaching opportunities via the Glasgow Sport's Volunteer Bureau. This



enabled the applicant to continue to develop and have a strong application for next year's recruitment and still be involved with Glasgow Sport as a volunteer.

Since its launch in 2010 more than 220 young people have gone through the programme, and in many cases the programme has been the catalyst for these young people to flourish and achieve their goals. To date the programme has helped 26 young leaders gain employment, 27 young leaders gain entry to HE/FE establishments, 15 young leaders progress onto the Volunteer Improvement Programme and seven young leaders to progress onto Coach Core.

**Excel in Coaching Programme** was established to provide the training and support necessary to ensure that outstanding volunteer coaches are available at all levels within every sports club across the city. Programme participants are encouraged to engage with the process of being 'the best coach they can be', whether coaching at an introduction or performance level. Since 2011 the programme has supported 74 coaches, 14 in 2014-15. Coaching experiences have included two boxing Coaches funded to visit the GB High Performance Boxing Programme in Sheffield and the funding of a triathlon coach from Glasgow Triathlon Club to shadow British Triathlon Para Triathlon Team, British Triathlon Team and UK national swim squad.

**Inclusive Futures** is a leadership and volunteering initiative for young people aged 14 to 19 years old, with special emphasis on inclusion. By adopting an innovative approach Glasgow Sport aims to bring disabled and non-disabled young people together to gain the skills and confidence to promote positive attitudes towards young

disabled people, increase participation in physical activity, develop inclusive practice and empower thousands of young people to deliver activities in their local communities. In 2014-15 Inclusive Futures supported over 80 young people to actively volunteer on the programme, with 40% of the young volunteers with a disability.

### Disability Sport

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

The Disability team offers over 50 sessions a week for children from the age of 5 to 18 years and adults. Our children's programme provides young people with a platform for recreational activity and social interaction, whilst developing the fundamental skills required for physical activity and sport. Our programme currently provides opportunities to over 100 children aged 5-18 years who have physical, sensory and learning difficulties. Activities include football, basketball and multi-sport sessions which offers a range of different activities. We also provide Learn to Swim sessions to 200 young people from 25 schools and special units.

Glasgow Life Disability Adult programmes provide sport and physical activity classes to an average of 150 people a week. These include 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.

In 2014 a partnership was created with the Good Move team which saw them take responsibility for disability easy exercise sessions. This has seen the transition of our adults participants into their mainstream session. Following the success of this we are looking to further develop and strengthen our future partnership.

Three Glasgow based athletes who participated in the Playground to Podium Initiative represented Scotland at the XX Commonwealth Games as members of Team Scotland in swimming and athletics.

### **Black, Asian and Minority Ethnic Sport (BAME)**

Glasgow Sport actively work with the Black, Asian and Minority Ethnic community to develop sporting opportunities. We work in partnership with voluntary organisations and community groups to support the creation and development of pathways from targeted provision to mainstream services.

In 2014-15 Glasgow Sport delivered a bespoke coach education programme, a one day course to up-skill 20 coaches and volunteers from Glasgow ANSAR. In 2015-16 we will continue to work with Glasgow ANSAR to develop a Volunteer Strategy and help them achieve Club Mark status.

In 2012, Glasgow Sport recognised there was a need to provide a Learn to Swim (LTS) programme for girls from a BAME background. The programme has gone from strength to strength; successfully engaging 70 BAME girls on a weekly basis. In order to expand the programme further and to meet the high demands, in partnership with Scottish Swimming, Glasgow Sport delivered the first Scottish female only UKCC Level 1 Teaching Aquatic course in November 2014 at Holyrood Secondary School. The course ensured that the set up arrangements were conducive to the needs of the female BAME candidates. Through partnership working with community groups and organisations the course successfully delivered a course for 12 candidates, six of which were from BAME backgrounds.

## **Scotstoun Community Sports Hub**

The Community Sports Hub at Scotstoun is one of only a few hubs within Scotland that is focussed on disability sport. The hub currently provides an opportunity for those involved to share best practice, be innovative while providing training and to increase the awareness and promotion of disability sport. Scotstoun CSH's vision is to develop a healthy and safe environment for athletes with a disability to participate in sport, reach their potential in sport and encourage more volunteers to become involved.

With support from Scotstoun CSH, two new clubs have been developed in the last year. The first club is The Scottish Women's Warriors Wheelchair Basketball Club, which is a unique development and a true legacy of Glasgow 2014, with the two founding volunteers meeting at the Games and deciding to form a club to encourage more women to take part in sport. The second is the Glasgow Disability Golf Club at Knightswood and is a direct response to the call for golfers for the Special Olympics Great Britain National Games in 2017. Both clubs sit comfortably within the concept of the Scotstoun CSH and exemplify how a hub is not necessarily confined to a venue but can support the development of sport in a local community.

**"We have seen the development of inclusive club sessions for athletes with a disability in athletics, badminton, weightlifting and golf through the Scotstoun hub. This helps create a place where the needs of athletes with a disability are catered for across a number of sports and provides a role model that could be replicated city wide."**

Caroline Johnston, Glasgow Disability Sport and Hub Community Leader





Weekly women's only football sessions targeting BAME women are delivered at Glasgow Club Drumoyne. The session provides BAME women with the opportunity to meet regularly with the aim to ensure they have an opportunity to play football in an environment which does not compromise their religious and cultural beliefs. Furthermore the group continues to represent Glasgow in the annual female only event hosted by the Muslim Women's Sports Foundation (MWSF). The event provides a platform for women of all backgrounds to showcase their talents in an environment which is conducive to the needs of BAME women and girls.

### Employability

Glasgow Sport in partnership with The Royal Foundation of The Duke and Duchess of Cambridge and Prince Harry are supporting young people aged 16-23 years to become part of a skilled workforce through a bespoke employability programme called Coach Core. Glasgow Sport's Coach Core allows young people to become sports coaches and motivate other young people in their communities through sport. On average Glasgow's 20 Coach Core Trainees deliver a total of 1,500 hours of sport in their community every month and support over 30 voluntary sports clubs to increase the number of sports sessions delivered and widen the capacity of local and city-wide events that clubs can attend to showcase their sport.

In the first cohort to complete the Coach Core programme in 2014, 100 per cent of the participants went on to positive outcomes, either in employment or in education. Glasgow Life has since employed a further 20 young people as trainee sports coaches. All young people receive bespoke sports

coaching vocational training, recognised qualifications including the SQA Certificate of Work Readiness and sport specific NGB qualifications as well as 1-1 mentoring to support their individual learning journey.

### Glasgow Sport Volunteer Bureau

Glasgow Life and Glasgow City Council are working closely with Volunteer Glasgow and other agencies to ensure that there are opportunities for Clydesiders, Host City Volunteers, Ceremonies Cast and others who so generously gave their time during the Games to continue to contribute to the success of future events in the city and other aspects of civic life. To capture this interest Glasgow Sport has implemented a volunteer recruitment and development system, the Glasgow Sport Volunteer Bureau (GSVB) which provides a simple and effective mechanism for volunteers to sign up and view volunteering opportunities across the city. In addition, the system provides a platform for organisations that offer volunteer opportunities to display these opportunities to volunteers who are signed up to the system.

Glasgow Sport annually supports and deploys in excess of 900 volunteers actively involved in not only sport clubs, schools, and community, but also local, national and international events across the city. Since its launch in December there has been 376 volunteers and 35 providers registered on the Bureau. In the four months it has been live there were 69 uploaded opportunities on the site, and volunteers have completed 414 hours of volunteer activity through GSVB.

## Glasgow School of Sport

The XX Commonwealth Games saw an impressive 12 Glasgow School of Sport pupils and graduates representing Team Scotland and bringing home two silver medals.

Former pupil, Olympic silver medallist Michael Jamieson, won silver on day one in the 200m breaststroke and graduate Kirsty Gilmour closed the Games winning silver in the Women's singles badminton. Kirsty, who is currently ranked 17th in the world at this event, also became the first Scottish woman to reach a singles final.

Kirsty joined fellow GSOS Badminton players Caitlin Pringle and Rebekka Findlay to compete in the Badminton Team event progressing to the quarter final stage. Senior pupils Carly Smith and Cara Kennedy joined former pupil Amy Regan and finished in 5th position in the Women's Artistic Gymnastics Team competition.

David McNamee competed in the Triathlon in both the Men's and the Mixed team and finished in 7th position. Hockey players Amy Gibson and Susan McGilveray finished in 6th position and William Marshall and Kenny Bain finished 8th overall in the Men's competition.

## Glasgow hosts Zambia medal winners on Pre Games Training Camp

Glasgow School of Sport hosted Team Zambia on their pre games training camp prior to the XX Commonwealth Games. Top boxers, judo and badminton players trained at the Palace of Art and Glasgow School of Sport to complete their final pre games preparations which included acclimatising to the Glasgow weather! Boxers and judo players benefitted from sparring with fellow athletes from Bellahouston Amateur Boxing and Pro Judo Clubs and badminton players trained and were coached at the School of Sport. Local athletes gained experience and honed their skills from working closely with the team. Both bronze medal winners, boxer Benny Muziyo and judoka Boas Munyongo were participants at the camp.

## Sport in Glasgow

Since its completion in 2010, Glasgow's Cycling Strategy has helped drive significant success in Cycle Sport. There are now six Glasgow based riders in GB Olympic Performance Programmes; prior to the Games in 2014 there were no riders. All of the city's junior clubs are at capacity showing an increase in membership of 460% since 2010 – this is supported by an increase in qualified coaches of 533%. Cathkin Braes Mountain Bike Trails are attracting events from grassroots to national level involving over 1,000 riders each year.

Glasgow is the only Skyride local city in Scotland with over 50 free led rides and more than 22,000 participants since 2009.

In 2014/15 Rugby Union coaching was delivered to over 120 primary and secondary school pupils and 11 primary schools took part in rugby festivals hosted by Glasgow Sport attracting over 1,100 attendances.

The Glasgow Football development team supported an extensive school and community sports programme that provided participation opportunities to all primary schools and community programmes attended by 375 3-16 year olds each week.

There was further expansion within our Learn to Swim (LTS) programme, particularly in the pre-school programme, with over 800 children attending per week.

## Development Activity around major events

The City's Sports Event's Strategy is complemented by the work of the Sport Development team to make sure legacy of the XX Commonwealth Games or ongoing development programmes are scheduled in and around major events. Key highlights include the Badminton Carnival for over 1,000 school children across Scotland to play Badminton during the Badminton Open Grand Prix. GymFest provides an opportunity to perform a rehearsed routine on the Gymnastics World Cup Floor with around 1,000 Glasgow children taking part. Get Ready to Run trained over 80 Glasgow teachers to help primary school children



run one mile and ultimately take part in the Great Schools Challenge as part of the wider Bank of Scotland Great Scottish Run event. Festival of Sport 2014 provided over 200 opportunities by 60 sports clubs with over 30 different sports and activities to hundreds of people after the Games, many of whom are now new members of clubs in Glasgow. Finally, The Davis Cup Tennis Festivals delivered tennis to 3,000 children from Glasgow with Coach Core supporting delivery at all festivals.



### **Sir Robert McAlpine**

Our Sport Supporter, Sir Robert McAlpine, was keen that their investment in Glasgow Sport be used to support young people. Their support has helped Glasgow Sport deliver our Street Football programme – a diversionary programme reaching 45,000 young people across the city – and enhanced the celebrations in George Square.

### **EventServ**

EventServ provides infrastructure for several of the high profile events run by Glasgow Life, including the World Pipe Band Championships. As a Sport Supporter their investment enabled Glasgow Life to deliver the 2014 Gymnastics World Cup at the Emirates Arena where 16 of the world's top gymnasts competed to the delight of over 6,000 spectators.





# Glasgow Events

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

The team work 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 events to the city. Glasgow's 2014-15 events calendar reflected an exceptionally strong series of annual international events at a time when Glasgow's international image has never been higher. There is worldwide recognition of our strengths as an events destination and as an exemplar of best practice in this field. Credibility in the global marketplace and a strong image of expertise, technical skills and committed people are all important for the continued success of events, festivals and business tourism.



## Events

### The BUPA Great Women's 10K

The BUPA Great Women's 10K took place on the 11th of May in and around Pollok Park. The event attracted a total of 7,956 participants as well as 1,500 spectators. The event attracted runners from all over Scotland with 44% of participants from outside Glasgow and 3% from outside Scotland.

### Bank of Scotland Great Scottish Run

The Bank of Scotland Great Scottish Run was held on the 4 and 5 October 2014. The events attracted 30,703 participants across the half marathon (12,444), 10K (10,827), family (2,468), junior (1,087) and toddler (377) sections. The main event, which enjoys live BBC television coverage, is now an International Association of Athletics Federations (IAAF) gold label event. The half-marathon was won by South African Stephen Mokoka. Kenyan Edna Kiplagat was the first woman to finish, setting a new race record for the women's event.

### Mela

Since its launch 24 years ago, during Glasgow's 1990 European City of Culture festivities, the two-day extravaganza, based on the traditions and customs of the Indian sub-continent, has continued to grow in popularity. The event is now Scotland's biggest and Europe's longest running free multi-cultural event. The event recorded record breaking attendances in excess of 47,500 over the weekend. Each day, over 200 artists performed on the Festival's three stages, some travelling from as far afield as India, Pakistan, Sri Lanka, Turkey and Cyprus. New for Mela in 2014 was the Kelvingrove Bandstand stage, welcoming the Bandstand back into



the community for the first time following its £2.2million refurbishment. 100 Host City Volunteers worked at the event, giving that team a valuable test opportunity prior to the XX Commonwealth Games.

The colourful free event brings a host of talented performers to Glasgow's Kelvingrove Park for an extravaganza of music, dance, exotic food and eclectic stalls. In 2014 the line-up included the world's most famous bagpipe group Red Hot Chilli Pipers, whose fusion of bagpipes and rock have made them a global phenomenon. Other headline acts include Dhol Foundation, the renowned London band who performed at the 2012 Olympics closing ceremony, and bhangra sensation Sukshinder Shinda who entertained with a live band. This year's Mela kidzone had workshops and children's activities and was widely regarded as the best yet. The Mela is inclusive in its programming and in particular it is designed to foster good relations between communities. In addition, the event has extensive outreach and education programmes.

### **Merchant City Festival / Festival 2014**

The 13th Merchant City Festival was a key component of Festival 2014, the Games-time celebration in Glasgow running alongside the sporting action of the XX Commonwealth Games. The MCF was one of three Live Zones that transformed the city, with the festival expanding from five days to 11 days. A highlight was the return of the Vintage Festival which brought together and celebrated music, fashion, film, art, dance, food and design across seven decades. There were 213,350 attendances at the Merchant City Festival.

### **Athletes' Parade**

The Team Scotland Athletes' Parade event took place on 15th August 2014, delivered by Glasgow Life in partnership with sportscotland and Commonwealth Games Scotland. The event was the final celebration of the XX Commonwealth Games and provided an opportunity to celebrate the achievements of Scotland's most successful ever Commonwealth Games team who achieved a total of 53 medals.

181 Team Scotland athletes participated in the parade. The 2.4 mile route began at Kelvingrove Museum then moved into the city centre before concluding in George Square.

### **World Pipe Band Championships**

The World Pipe Band Championships 2014 took place on Friday 15 and Saturday 16 August. This popular event attracted 180 pipe bands, featuring over 8,000 participants and 21,282 spectators; 75% of which were from outside Glasgow and 23% were from outside Scotland. Field Marshal Montgomery band, from Northern Ireland, won the title for the fourth consecutive year.

For the second year event images were streamed worldwide with over 75,000 people from over 70 countries viewing the streams over the two days. The BBC also showed the hour long highlights programme on BBC1 Scotland. In economic terms, the Championships are worth £3.95 million to Glasgow's economy and £4.30 million to Scotland's economy. Glasgow has won the right to host the World Pipe Band Championships until 2021 continuing a relationship which has stretched back almost seven decades.



Visitors were invited to rate various aspects of the event on a scale from very good to very poor. All aspects of the event were very highly thought of, with ratings of 98% very good/good for the quality of the venue and overall experience.

### BBC Proms in the Park

BBC Proms on the Park was held on Saturday 13th September 2014. The event attracted 6,500 attendances which included a number of competition winners that BBC Scotland had issued to Children in Need grant recipients. The weather was kind which helped create a great atmosphere with people enjoying the late summer day in the outdoors.

### Glasgow Fireworks

Over 50,000 people attended the event on a cold, crisp and clear 5th November.

### Christmas Lights

We received 267,416 ticket requests for 13,000 Christmas lights switch-on tickets. For the second year Glasgow residents received 80% of the tickets and visitors 20% in the public ballot. This year's programme visited the ghost of Christmas parties past, covering music from all decades. Former X factor star Melanie Masson duetted with the East 40 Choir, whose performance at the Christmas Lights topped off an amazing year for them, having performed around the country with the help of Glasgow City Council's Education Services and Culture 2014.

**Glasgow Loves St Andrews Day** took place on Sunday 30th November 2014 in George Square. It comprised a mix of activities including: a light show providing a snapshot of Scotland on this one day; workshops for children and families (Scottish Storytelling

and Scottish Puppet Show – *Looking for Nessie*); street performance and music from Gunna Sound in the Alpine Bar. There was also various Scottish Food & Drink and a Fairground. The event attracted 34,000 visitors, a total of 26.5% were from outside Glasgow and 3% from outside Scotland.

### Glasgow World Cup Gymnastics 2014

Glasgow World Cup Gymnastics 2014 took place at the Emirates Arena on Saturday 6th December with some of the world's leading gymnasts. The event attracted an audience of 6,229 spectator attendances. A total of 88% of participants and spectators were from outside Glasgow and 34% from outside Scotland. The event was extensively screened on BBC Sport.

### Glasgow European Open Judo

The Emirates Arena hosted the 2014 European Open on Saturday 4th October 2014 which attracted 78 competitors from 16 countries in the female only event. Team GB competitors included eight Commonwealth Games medallists and one London Olympics medallist. The total attendance for this event was 2,351 spectators.

### Scottish Revolution Series

On 31 January the Emirates Arena and Sir Chris Hoy Velodrome hosted round four of the Scottish Revolution men and women elite track cycling championships. Returning to Glasgow for the first time since her triumph in the XX Commonwealth Games, current road Champion, Lizzie Armitstead, headed up the elite women's cycling race alongside multiple Paralympic Champion and current National Points champion Dame Sarah Storey. Scottish quartet Charlene Joiner, Kayleigh



Brogan, Neah Evans and Jenny Davis also participated.

### Rugby 7s

The IRB Rugby Sevens were held at Scotstoun Stadium on 3 and 4 May 2014. The event attracted 23,844 attendances over the two days. A total of 9,766 spectators took advantage of a free bus service from Partick and Buchanan Street over the weekend.

**Scottish Open Grand Prix** was held at the Emirates Arena in November and saw almost 9000 spectators enjoy 5 days of top-class badminton. The event attracted 235 entries from 31 nations.

## Glasgow Events Awards and Recognition

**Duel in the Pool**, which was held at Tollcross International Swimming Centre in December 2013 and saw the very best swimmers from USA compete against the best from Europe (The Ryder Cup of swimming), won the Best Sports Event, the Event Management Grand Prix and the Best International Event categories for British Swimming at the Scottish Events Awards.

The hugely successful UCI Juniors Track Cycling event, which saw the stars of the future compete in the Sir Chris Hoy Velodrome at the Emirates Arena in Glasgow in 2013, was awarded the Best Marketing Campaign at the Scottish Event Awards which were held in Glasgow in October 2014.

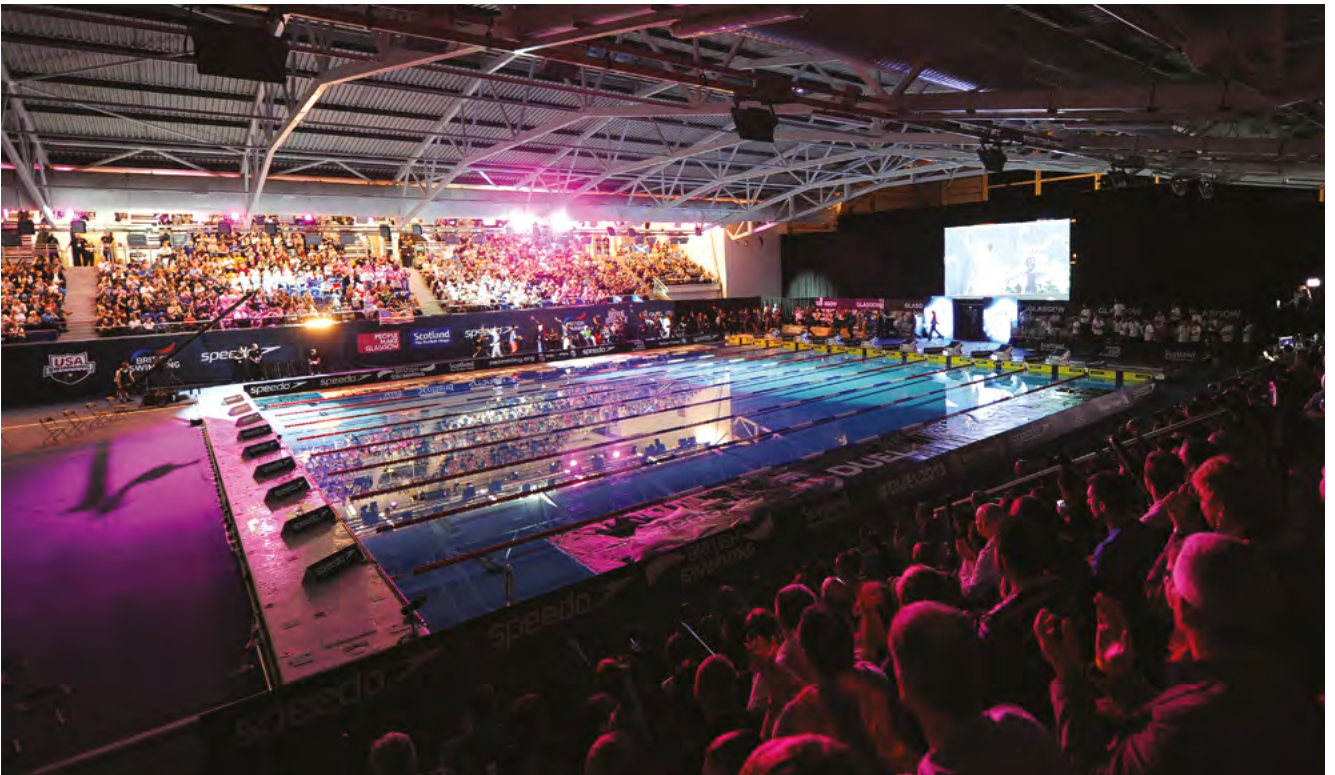
Glasgow's events were also recognised with a string of nominations and commendations at the awards including recognition for the Bank of Scotland Great Scottish Run, the National Road Race Championships for Cycling, the record breaking Jack Vettriano exhibition at Kelvingrove Art Gallery and Museum and the Glasgow World Cup Gymnastics.



## AG Barr

Glasgow Life's first 'City Partnership' with AG Barr is proving fruitful for both parties and has already won national recognition through being shortlisted for two awards at the UK Sponsorship Awards in March 2015. In return for the many business benefits to AG Barr, Glasgow Life receives valuable financial and in-kind support for several community and major events, including Glasgow Mela, the World Pipe Band Championships, Glasgow Fireworks and Glasgow Loves Christmas.









# Glasgow Arts, Music and Cultural Venues



**911,123 ATTENDANCES AT GLASGOW ARTS, MUSIC AND CULTURAL VENUES IN THE CITY**

**We work to ensure that Glasgow remains one of the great cultural cities of Europe: celebrated locally, nationally and internationally for the range and diversity of venues, festivals and programmes on offer in the city, led and supported by a skilled and knowledgeable cultural sector, producing, promoting and programming new, diverse and ambitious work to the highest standard, to audiences and participants of all ages, abilities, and levels of experience.**

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

Glasgow Arts, Music and Cultural Venues consist of five iconic venues in the city: Tramway, Glasgow Royal Concert Hall, City Halls and the Old Fruitmarket, and new in 2014 the refurbished Kelvingrove Bandstand. The portfolio also includes the Mitchell

Theatre, Couper Institute, Langside, Partick Burgh, and Woodside Halls.

Glasgow Arts and Music producers are responsible for curating and producing creative and cultural programmes across a range of art forms, which include in-house delivery (festivals, community touring, venue-based and learning programmes) alongside support for the independent arts sector in Glasgow. The in-house arts and cultural festivals include Celtic Connections, Glasgow International Festival Of Visual Arts, Merchant City Festival and Glasgow Mela.

In 2014 two-thirds of the Arts and Music team were directly seconded to programme and deliver Festival 2014 during the XX Commonwealth Games, the city-wide cultural programme that animated Glasgow for 11 days, with three dedicated live sites, as well as supporting Creative Scotland and the independent arts and cultural sector in the city, nationally and internationally, to realise their ambitions for Culture 2014, the national cultural programme that accompanied the Games.

## Attendances

Glasgow Arts and Music Festivals recorded almost one million attendances (989,773), with two-thirds of those (627,281) relating to Festival 2014, which included an expanded Merchant City Festival over 11 days, Glasgow Green live site, and programme of comedy, live music and performance at Kelvingrove Bandstand. Festival attendances were 300% higher than the previous year, and 32% above target. Festival 2014 was realised thanks to the truly collaborative approach to programme development and delivery, with over 6,000 performers, across 1,600 performances in 100 venues in the city.

There were 302,185 recorded attendances to Tramway and Trongate 103, and 627,120 recorded attendances across the arts and music offer of venue-based and local area programmes. This is 19% up on attendances compared to the previous financial year and 34% up on target.

Attendances to temporary exhibitions in GoMA exceeded expectations in 2014-15, with 359,097 visits recorded. Over 100,000 of these took place during July and August, when the city welcomed visitors from across the world to the XX Commonwealth Games.

Tramway's programme attendances hit an all-time high in 2014-15, with 72,451 attendances in the visual art, performance and participation programmes. Up 4% on 2013-14, the programme attendances have been steadily increasing year on year since 2008-09.

### Highlights from the Glasgow Arts programme

During 2014 a national collaboration between Glasgow Life, National Galleries of Scotland, Creative Scotland and over 60 independent galleries, GENERATION: 25 Years of Contemporary Art in Scotland brought Scotland's visual arts sector to the fore, with presentations of both existing and new work by artists working in Scotland. GENERATION was a major part of the national Culture 2014 programme, with over one million attendances recorded across Scotland.

The programme in GoMA included work from Douglas Gordon, Nathan Coley, Sara Barker and Moyna Flannigan. In Tramway, a new solo show from Cathy Wilkes was presented along with an exhibition of work by Joanne Tatham and Tom O'Sullivan, Alan Michaels, and Heatherington, Hammond and Pollard, a Moving Image Programme, and performances from Clare Stephenson & Sophie MacPherson, Raydale Dower, Sue Tompkins, and Cara Tolmie.

GoMA and Tramway collaborated on a youth co-production programme, titled BRAVE GENERATION, which supported 13 young people aged 16-25, currently not

in education, employment or training, to access a series of workshops and training opportunities by artists, makers and creative industry professionals, before producing their own exhibition of work in Tramway, hosting a Halloween-themed event for other young people alongside Mark Bruce's *Dracula* performance, and designing wallpaper with Bespoke Atelier which was presented in GoMA's oval balcony space in November. This project was supported by Glasgow City Council's 16+ Learning Choices and Skills Development Scotland; all 13 participants went on to formal education, training or employment.

As part of Culture 2014, Tramway brought some of the most exciting and spectacular contemporary dance and performance from Australia with *HOT*; 19 performances across 23 days, featuring new work from choreographers and performance makers, including Lucy Guerin, Stephanie Lake, Robin Fox and Marrugeku & Dalisa Pigram.

2014-15 saw the successful renewal of Tramway's critical funding relationship with Creative Scotland through its regular funding portfolio. With a 40% uplift in grant from Creative Scotland secured over the next three years, Tramway's position within Scotland's cultural sector, with the increased resources being used to launch a new biennial dance festival, DIG (Dance International Glasgow) which starts in April 2015.

### Re-opening of Kelvingrove Bandstand and Amphitheatre

The iconic Kelvingrove Bandstand was built by Glasgow Corporation Parks Department in 1924. It was a purpose-built entertainment facility to replace an earlier Victorian bandstand of the more conventional, circular cast-iron design. Since the building closed in 1999, local and regional groups have championed the cause of its revival, particularly the Friends of Kelvingrove Park.

With the city's successful bid to host the XX Commonwealth Games the future of the bandstand came into focus due to its location adjacent to the competition bowling



greens in the park. A project was put in place to restore and refurbish the bandstand. This 2014 legacy project involved development funding from Glasgow City Council and a partnership with Glasgow Building Preservation Trust and Glasgow Life. The Bandstand was officially re-opened on 29th May 2014 and was immediately in use as a key venue for the Mela and Commonwealth Games programmes during the summer.

The first Magners Summer Nights Festival was staged on the Bandstand in August with six sold out concerts of popular music including Steve Earle, Squeeze and The Waterboys, attracting an audience of 15,000. The Magners Festival intends to make the Bandstand its home over the coming years, programming a range of music to complement the unique features and appeal of the iconic city landmark.

### **Scotland House and Festival 2014 at City Halls and Old Fruitmarket**

One of the key activities carried out by cultural venues and Arts and Music staff both before and during the XX Commonwealth Games was to support the development and operation of Scotland House at City Halls and Festival 2014 at the Old Fruitmarket.

The venue was transformed and upgraded to become a focal point for Team Scotland, a host for key Glasgow and Scottish business and promotional events as well as a unique destination for live entertainment and events for the public. It was a real hub of activity and staff working tirelessly with partners, including GCMB and VisitScotland, to successfully showcase the city by providing an excellent facility, 24 hours a day, for all to enjoy.

### **Celtic Connections**

Celtic Connections 2015 attendances reached over 106,000 for the eighth year in a row and gross ticket sales topped £1.1million. The world renowned music festival attracted music fans from across the globe to approximately 300 concerts, ceilidhs, free events, late night sessions and workshops, which took place in over 20 venues across the city.

Over 2,000 of the best known artists in traditional and roots music, world, indie, jazz, folk, soul and Americana descended on Glasgow from all corners of the globe for a fantastic 18 days of world-class music.

Festival highlights included Van Morrison, Fairport Convention, Calexico, Craig Armstrong with the Orchestra of Scottish Opera, Shooglenifty, Tweedy, Eddi Reader, Treacherous Orchestra, Lambchop, Carlos Núñez, Danú, King Creosote performing *From Scotland With Love*, Angélique Kidjo with the RSNO, Punch Brothers, Dick Gaughan, Le Vent Du Nord, Blazin' Fiddles, Tommy Emmanuel, Hudson Taylor, The Pierces and Taraf de Haidouks, The Mischa Macpherson Trio, Tony Allen and Skerryvore.

The festival also featured a major showcase of Scottish music, with 180 international music industry delegates from 26 countries in town to sample the cream of Scottish musical talent performing as part of Showcase Scotland at Celtic Connections. The Celtic Connections Education Programme celebrated a successful 18th year, with high profile festival acts including Blazin' Fiddles, Le Vent Du Nord and Carlos Núñez performing free concerts for school-children in the Glasgow Royal Concert Hall.

Celtic Connections 2015 enjoyed extensive broadcast coverage by the BBC including television, radio, iPlayer and online broadcasts with 2.4 million listeners and additional coverage by STV Glasgow which included live broadcasts from the festival on nine different nights.

### Community Art

Glasgow Arts co-produced *Weans in the Wid* with Ignite Theatre and toured it around Glasgow in December 2014. Written by established playwright John Binnie, and directed by Andy Cannon the tour was developed in collaboration with Ignite, a youth theatre that works with young asylum seekers living in Glasgow and young people living in the Knightswood area.

The tour was very successful, delivering 20 shows around the city, and particularly targeting community organisations, families and individuals who may ordinarily have limited opportunities to enjoy cultural experiences with art.

### Big Music for Minis

A fantastic weekend in October 2014, *Big Music for Minis* was jam-packed with concerts, workshops and creative events for children aged 0-7 years and their families. The weekend brought together some of Scotland's leading music companies including the Royal Scottish National Orchestra (Instrument Petting Zoo), Scottish Chamber Orchestra (Big Ears, Little Ears concerts), Celtic Connections (Family Ceilidh) and Children's Classic Concerts (Percussion Station) as well as arts and crafts, kids drumming, Bookbug sessions, Play Talk Read bus and Children's Cabaret.

The weekend attracted in excess of 1,200 children and families, all ticketed events were sold out, and all free events were full, and feedback was overwhelmingly positive.

**"Brilliantly interactive, great facilities, lots of friendly staff members, not too overcrowded... please please do more like this for kids!"**

### The B Project

Euan Stevenson led an improvisation masterclass with 5th and 6th year school pupils based on techniques used to curate the material for *The B Project*. This formed part of *The Piano* festival in 2014 and was intended to educate and inspire young piano players to develop their composition and improvisation skills using small themes based on Bella Bartok's *Mikrokosmos*.

The individuals participating consisted of eight high school pupils of advanced piano skills level from across Glasgow and also Scotland. Feedback from the pupils was overwhelmingly positive and all participants attended further concerts in *The Piano* festival with many bringing their friends along.

A notable success of master class was two students were chosen by Euan and given mentoring lessons across the period of two weeks. Euan then performed two of their improvisations in his concert *The B Project*, with the students present.





## Big Big Sing

Big Big Sing is a UK-wide initiative that promotes singing because of the great health and wellbeing benefits it brings. BBS makes it as easy as possible for people to sing through its online resources and mass participation events. A highlight of Culture 2014 and Festival 2014, BBS partnered with Love Music Productions, Voluntary Arts Week, Hands Up For Trad, Children's Classic Concerts, Choir of the Year and National Theatre of Scotland, and is currently working in partnership with the University of Edinburgh and the Sidney De Hann Research Centre. BBS is funded by Creative Scotland and Spirit of 2012.

BBS's 173 events attracted 62,840 participants and reached some of the UK's most remote and rural communities. Whilst BBS is not targeted at any specific part of the community, four specific areas of interest were explored through special projects: schools and young people, Gaelic and Welsh speakers, signing choirs and new communities. Feedback from participants has been overwhelmingly positive – more than 78% of participants said that they intend to do something differently as a result of attending a BBS event such as 'join a local choir', 'sing more around the house' or 'attend more music events'. 96% of participants said they felt 'happy' after their BBS experience. BBS's online singing portal – which features a wealth of materials and information for those looking to take up and continue singing – attracted 111,697 visits and 30,442 downloads.

## BAM Properties

In 2013 BAM Properties became our first 'City Supporter' for the Arts. Their investment supported Glasgow Life's contribution to *GENERATION*, a retrospective exhibition of Scottish art from the last 25 years, which attracted one million visitors across Scotland and formed a key exhibition at GoMA and Tramway during the Commonwealth Games cultural programme. This unique partnership has also resulted in a mini competition, supported by Glasgow Arts, to commission a Glasgow artist to create an artwork for the reception of the new Connect110ns building on Queen Street, opposite the Gallery of Modern Art.

In a word, what I wanted to do  
was create a style for our age.

Emile Bernard







# Glasgow Museums



**OVER 3.5 MILLION VISITORS**  
TO GLASGOW MUSEUMS

**With one of the richest civic collections in Europe displayed at nine world class venues across the city, visitors continued to flock to Glasgow Museums.**

During 2014-15 there were almost 3.6 million attendances and in the latest Glasgow Household Survey Glasgow Museums continues to achieve the highest satisfaction rating of any Glasgow public service, with 96% of those surveyed having a positive experience.

## Attendances during 2014-15

Riverside Museum	1,067,508
Kelvingrove Art Gallery and Museum	1,051,598
The Burrell Collection	167,609
The St Mungo Museum of Religious Life and Art	142,459
Peoples' Palace	378,119
Gallery of Modern Art	619,390
Scotland Street School Museum	61,057
Provand's Lordship	88,206
Glasgow Museums Resource Centre	14,124
<b>Total Attendances</b>	<b>3,591,401</b>

In November 2014, as part of the **Burrell Collection Refurbishment Project**, a detailed master plan was created to support an application for funding to the Heritage Lottery Fund. New research was commissioned to learn more about the role of the museum for local residents in the Southside, and numerous groups, stakeholders and users were invited to contribute. In December 2014 over 15,000 visitors saw a selection of 50 masterpieces from the Burrell Collection as they went on display at Bonham's state of the art new headquarters in London.

The **Gallery of Modern Art** continues to provide a diverse and challenging programme. This included *GENERATION*, a national programme taking place in summer 2014 celebrating the wealth of contemporary art developed in Scotland over 25 years, and the Glasgow International Festival of Visual Art.

In October 2014 the Gallery of Modern Art was the inaugural venue to host *Art From Elsewhere*, an exhibition of major international works collected through The Art Fund International Scheme.

The **Glasgow Museums Resource Centre** (GMRC) continues to be the most-visited open storage museum facility in the UK with over 14,000 visitors in 2014-15, including 35 visits from professional institutions and museum venues exploring GMRC's sector-leading balance of preservation of the collections with unrivalled access to them. In addition GMRC continues to attract and welcome many excluded and vulnerable groups from across the city and beyond including mental health support groups, care homes and young offenders from Restorative Justice Programmes.

## Kelvingrove Art Gallery and Museum

continues to present popular temporary exhibitions including *How Glasgow Flourished, 1714-1837*, an exhibition charting the development of the city of Glasgow during the Georgian period. 57,753 visitors attended, exceeding the target by 65%.

*Alasdair Gray: from the Personal to the Universal* was a retrospective exhibition of the work of the artist to mark his 80th birthday. Running from October 2014 to February 2015 the exhibition attracted 20,138 visitors. There were a number of display and story changes in Kelvingrove during 2014-15. These included the opening of the *A view from Here* exhibition on the first floor balcony to mark Scottish Refugee Week, a display entitled *Looking at World War One* in the *Looking at Art Gallery* marking the 100th anniversary of the outbreak of the First World War and an exhibition entitled *Scarred for Life* opened in the centre hall, the latter helping to raise awareness of issues surrounding heart operations.

During 2014 there were various notable occasions at Kelvingrove. These included hosting events held by the Australian and New Zealand Commonwealth teams, a post-Games event for the Scotland team and a reception for Games Officials, organisers and volunteers hosted by the Prime Minister prior to the closing ceremony. The Ryder Cup Teams also visited for an evening event.

In September Kelvingrove was the venue for the live televised Scottish Referendum debate between Alex Salmond and Alistair Darling and in October welcomed the filming of the Antiques roadshow, which will be screened in 2015.

**The People's Palace** underwent the first phase of a three-year refresh creating a multi-purpose Welcome Room and new areas for display and interpretation. The changes were highly praised in a recent quality assurance inspection by VisitScotland. The venue also took part in the citywide WW1 commemorations with a well-received exhibition of Fred R Farrell war art.

The People's Palace garnered attention during the Commonwealth Games in 2014 when it played a central role in the Festival celebrations in Glasgow Green. The venue also acted as a base for site staff working through the night to ready the area for the road races on event days. This involved close planning with the Organising Committee and Festival 2014 team as well as Council colleagues in the Winter Gardens.

**Provand's Lordship** was awarded a 4\* grading by VisitScotland for the first time this year meaning all Glasgow Museums are now rated 4\* or 5\* visitor attractions. Provand's also displayed some never before seen Charles Rennie Macintosh sketches of the building throughout the winter, tying in with the annual Creative Mackintosh festival in October.

The **Riverside Museum** is the most popular transport museum in the UK attracting 1,067,508 visitors in 2014-15 compared to 760,128 in 2013-14, an increase of 40%. The 50th anniversary of a Museum of Transport in Glasgow was celebrated in April 2014 with a number of events including a period dress 1960s evening.

In the run up to the XX Commonwealth Games, Glasgow Museums launched a new display at the Riverside Museum, celebrating Glasgow's part in the closing ceremony of the Games in Delhi in 2010. **The Road to Delhi** was created with representatives of Glasgow's Indian community, together with Glasgow-based volunteers involved in the Delhi Flag handover, and explored the common links between the cities.

In March 2015, a new display, **Blood Sweat and Gears**, opened celebrating the Commonwealth Games through the experience and achievements of two Para Sport track cycling athletes, Aileen McGlynn OBE and Louise Haston. In a trailblazing initiative, Glasgow Museums loaned the athletes a new tandem and all associated kit for use in training and competitions at the 2014 Games after which the equipment became part of the City's collections and display. Aileen McGlynn OBE said,

**"I am delighted to have the support of Glasgow Museums in this ground-breaking project. It completes my journey beautifully and I'm touched to be part of something which celebrates such a momentous summer for the city."**

### **Govan Ferry and Gal Gael project**

For the second year running the Riverside Museum co-funded with social enterprises, housing associations and Glasgow City Council, a free summer ferry service connecting the museum site to Govan. This attracted over 17,000 people from south of the river to the museum as well as linking the museum to the Govan Stones at the old church and Govan Fairfield Heritage. Riverside Museum staff and volunteers worked with GalGael social enterprise volunteers to develop walking tours which connected the Riverside Museum displays via the free ferry to shipbuilding and ancient Govan landmarks.

### **Wheelchair display**

A group of wheelchair users put together this trailblazing display assisted by museum staff. The display looks at historic and recent wheelchair designs and their impact on the users. Alex Papanikolaou, a wheelchair user who co-curated the display said,

**"This is an excellent initiative and has produced a display that is both a history lesson and an insight into life from a disabled user's point of view of what it's like to be a wheelchair user today."**

**Behind the scenes at the fair** is a joint project working with showpeople in Glasgow and Scotland to give visitors an insight into their lives and for the public to experience a free fair featuring historic rides, attractions and activities, outside and inside the museum. Through historic film and objects, the event was also used to highlight the multi-partner Kelvin Hall project and the historic connections of Kelvin Hall with Glasgow and Scottish showpeople. In 2014 the attendance over the weekend was 10,400, almost double that of the previous year (5,400).

**St Mungo Museum of Religious Life** and Art has never shied away from highlighting important issues and this year took part in the Holocaust Memorial Day events. With the assistance of Ela Weissberger, a survivor of the Holocaust, Glasgow Museums' staff worked with school groups, teachers and members of the public to ensure it is never forgotten. The venue also hosted In Honours Cause, a photographic exhibition of Glasgow's WW1 memorials, showing the importance of pausing to reflect and remember.

**St. Mungo Museum of Religious Life** and Art was also involved in the nation's WW1 commemorative service on 4 August 2015, acting as a welcome point for all attendees to the service in Glasgow Cathedral, as well as providing a base for several Government bodies and press teams on the day.

St. Mungo Museum is now one of three designated venues for the City Registrars Service to conduct civil weddings and partnerships. The partnership has been running for over 18 months and sees the venue welcome up to four wedding parties every week.

**Scotland Street School Museum** attracted new audiences with the *Alexander Miller: Working Man – The Homecoming* exhibition. The artist himself delivered a variety of school, adult and teacher workshops greatly adding to the learning journey of each participant. Scotland Street School also achieved a Silver award in the Scottish Green Tourism Business awards, having previously been the first Glasgow Museum to achieve a Bronze. This was done by the energy team working to convert the 'Glasgow' room into the 'Green' room to allow visitors to learn about and share environmentally aware ideas through information boards and hands-on activities.

One of the biggest successes for the Scotland Street School team this year was the running of Santa School. Families were invited to attend the venue on weekends throughout December to make a beard and learn how to shake their belly like a bowlful of jelly, just in case Santa took ill. This free activity saw visitor

figures for the venue increase 52% year-on-year at a traditionally quiet time of year. The format has since been re-worked for the Easter Bunny!

**Our Museum** is a three year change initiative funded by the Paul Hamlyn Foundation, which has enabled Glasgow Museums to explore how best to put meaningful and sustainable engagement with communities at the heart of its work. New spaces and mechanisms for dialogue and exchange have been developed including a monthly Insight Café where new perspectives, ideas and current research relevant to Glasgow can be discussed; and The Creative Café, a large scale discussion event where community partners and Museums' staff can share and collaboratively generate ideas to drive Glasgow Museums' programme planning.

Glasgow Museums currently has 18 social media platforms, with 120,000 followers across Facebook and Twitter, an increase of nearly 50% on the previous year. On other platforms almost 8,000 photos were uploaded to Flickr generating 276,029 views, while 184 people subscribed to the Glasgow Museums' You Tube channel, where over 100 videos were made available resulting in 60,720 views. There were over 2.5 million views of the Glasgow Museums website and British sign language and international sign language videos were introduced resulting in 7,500 downloads.

Kelvingrove Art Gallery and Museum has joined the elite 'TripAdvisor Top 10 Museums, United Kingdom' list for the first time. More than 4,000 visitors have commented on their experience, giving it a huge 94% thumbs up and an overall rating of 4.5 out of 5. This has placed Kelvingrove Museum 8th on TripAdvisor's Top 10 and 2nd out of 127 attractions in Glasgow.

## Learning

The Learning and Access Team offer a wide range of workshops, activities and events to help education providers and visitors get the most out of Glasgow Museums. In 2014-15 there were nearly 3,800 sessions held and

over 128,000 attendances across our range of programmes.

The schools education programme continues to offer over 100 different workshops for visiting school groups covering a wide range of topics and skills. By offering hands-on learning, in a setting outwith the classroom, the programme strongly supports the Curriculum for Excellence.

Glasgow Museums hosted 212 volunteers, 51 placements and 46 school work experience placements to provide 18,540 hours of volunteering and placement activity. The programme develops and supports individuals to learn, gain valuable sector experience and contribute to cultural activity in Glasgow.

In the summer of 2014 three Glasgow Museums volunteers became Host City Volunteers, assisting visitors and residents of the city with way-finding and information in the city during Games-time. Generally Museums' volunteers are mainly involved in research and guiding, so this was quite a different role. Volunteer Bruce said:

**"I started about five years ago at the old Museum of Transport as a Guide, giving tours. I wanted to be part of the Games and I saw an advert, a flyer, and got an application form. Because of my previous volunteering experience I was asked if I would be a team leader."**

Glasgow Museums worked with 13 Host City Volunteers from April 2014 to January 2015 to create **Our City, Our Volunteers, Our Games** exhibition at the **People's Palace**. The exhibition showcases film and photographs taken by the volunteers during Games-time, props used in the Opening Ceremonies and celebrates the contribution volunteers made to the city through the Host City Volunteer's eyes.

The exhibition volunteers assisted with the exhibition's learning programme, delivered talks, walking tours and screened film events in the People's Palace.

### Open Museum Community Loan Service

During 2014-15 there were 1,333 loans of handling boxes to a diverse range of community based organisations across the city, reaching 24,546 people. These very popular resources enable people to use Glasgow Museum's collections by themselves to inspire and support their own work which includes reminiscence, creative expression, intergenerational projects, literacy and ESOL classes. At the heart of all these activities is social interaction; contributing to positive mental health and wellbeing, one of Glasgow Life's and the city's key social objectives.

The Open Museum places a diverse range of exhibitions around the city enabling people to enjoy the collections at the heart of their communities and as part of their everyday lives in shopping centres and community centres. These exhibitions are tagged on Google maps so people can see what is in their local area at any time. Between Travelling exhibitions and the Community Loan Service the Open Museum has around 3,000 objects from the collections out across the city at any one time.

### Partnership Projects

The Open Museum was approached by Leverdale Hospital's Recreational Therapy department to support them with a pop up festival at Leverdale on the theme of "Power" to coincide with the Scottish Mental Health Arts and Film Festival.

The participants had been focusing on the theme of "Power" during their arts and writing workshops and were invited to bespoke tours of GMRC on this theme. For their pop up festival they selected six objects which represented different sorts of power. The festival attracted over 300 service users, friends, family members and visitors who enjoyed handling sessions, discussions, a mystery object contest and photo opportunities.

The partnership between Leverdale and the Open Museum has proven to be a sustainable, flexible and valuable experience

for both parties. The service users reported significant positive outcomes after the engagement sessions and the staff have noted that engagement with the Open Museum is a valuable addition to the service users' recovery plans.

**"I don't feel confident going into museums and places like that, so it was really good to have the museum come to the hospital."**

Service user

Coinciding with our Commonwealth Games year, Glasgow hosted the **Commonwealth Association of Museums Conference** in Scotland Street School Museum. The theme of the conference was "Taking it to the Streets." True to the theme, the Open Museum invited delegates out beyond the conference venue to find out more about their work and to meet some of the people they work with. In the community flat in Knightswood the delegates found out about **A View from here** directly from the people involved. The project involved refugees, migrants and local Scots sharing their experiences of living in high rise flats and exploring what happens to the memories of people who lived there as high rise flats are demolished and the city's skyline changes. *A View from here* was a Scottish Refugee Council project and was supported by the Open Museum.

**Round in Circles 2** was the Open Museum's Big Draw event for 2014 and took place on the Cathcart Circle, supported by Scotrail and local artists. People travelling on the Cathcart Circle were surprised to find transport related objects at the stations and on the trains and couldn't stop themselves joining in the drawing event and brightening up their journey. Round in Circles fought of fierce International creative competition to win one of the Big Draw's coveted prizes.

**"Great idea - Kids had so much fun - Great way to get them more excited about trains and experience different things."**

Participant

# Our Future Plans

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Glasgow Life will continue to lead and deliver on city strategies for culture, sport, lifelong learning, volunteering, events and legacies from the XX Commonwealth Games. Our role as a major contributor to tourism, economic development, health and wellbeing, education, social cohesion and community development will continue through our relationship with Glasgow City Council and other leading partners and agencies in the city.

Our partnerships and relationships with Scottish Government and government agencies, national cultural organisations, sport governing bodies and leading sport agencies, the universities, housing organisations and the voluntary sector will ensure continued influence on policy and direction of our sector.

## The Burrell

The Burrell Museum will close in 2016 to allow plans to refurbish and redisplay the Burrell Collection through the Burrell Renaissance project, with a clear objective to re-open the Burrell Museum in 2020. At the same time we will progress our plan for the Burrell International Tour, commencing 2016, contributing to the City's international strategy.

## Glasgow Libraries

We will set a vision for the future of Glasgow Libraries to deliver a service that meets the learning, digital and community needs of citizens, families and businesses. This will also encompass the role of Mitchell Library as a vital city-wide asset for the business sector and as a custodian of Glasgow's heritage. Our unique partnership with Macmillan Cancer Information and Support Services will enter phase two, delivered through a three year strategy that includes capital investment,

volunteering and partnership working with over 30 organisations in the city.

## Sports City

A key priority for the City is to maintain Glasgow's ranking on the world leaderboard as an Ultimate Sports City, and this will be achieved through sustaining a major international sporting events programme through to 2020. Glasgow is currently ranked in 8th position, ahead of competing cities such as Moscow, New York, Berlin, Paris and Beijing.

## 2015 World Gymnastics Championships

We will host the 2015 World Gymnastics Championships in October which will have record numbers of 91 countries and over 600 gymnasts in attendance. Attendance figures are anticipated to exceed 50,000 and live TV broadcasts will extend across Europe to Russia, China, Japan and the USA. To date we have secured £1 million in sponsorship and are fully on track to deliver the biggest and most significant single-sport event that Glasgow has ever hosted.



## 2018 European Sports Championships

Glasgow has been chosen to stage the inaugural European Sports Championships in 2018 and will jointly host the event with Berlin. Glasgow Life will play a crucial role in the event, which will bring together Rowing, Triathlon, Swimming and Cycling (BMX, track, road race, mountain biking), with the strong likelihood of Golf and Gymnastics being added in the near future. Berlin will host the Athletics events. The event, which will be held over 12 days in July/August 2018, is expected to attract around 3,000 athletes and have a European TV audience of 850 million.

The European Sports Championships will continue the successful legacy of the XX Commonwealth Games delivering a number of significant benefits to Glasgow. One of these benefits will be a new BMX facility which will be built in Knightswood.

The Championships will be delivered using a staffing model which capitalises on the expertise and talent that have been developed in the city through hosting the XX Commonwealth Games and other major events.

## Turner Prize

One of Europe's most important and prestigious contemporary visual art awards comes to Scotland for the first time in 2015. The Turner Prize, which leaves its home at Tate Britain every other year, will be hosted by Tramway, Glasgow. The exhibition of work by the four shortlisted artists will be open for viewing at Tramway between October 2015 and January 2016 and admission will be free.

## Capital Programme

We will refurbish the Kelvin Hall, delivering a combined museum facility with Glasgow University and a new Glasgow Club sports facility by early 2017. This major capital programme will be delivered in three phases over a nine year period: phase one is in partnership with the National Library of Scotland and Glasgow University; phases two and three will be delivered in partnership with the National Galleries of Scotland and the University of Glasgow.

We will continue to develop the long-term asset management strategy for the 168 venues and sites managed on behalf of the Council to deliver cultural, sport and learning services. Some of these buildings date back to Victorian times, others are pre-war buildings and some are new builds. Over the next few years significant investment will be made to upgrade and re-develop priority sites including Hillhead Library, Glasgow Museums Resource Centre, Tollcross International Swimming Centre and Scotland Street Museum, as well as ongoing maintenance and repairs to the property portfolio.



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

**Glasgow Life, 220 High Street, Glasgow G4 OQW**  
**Phone 0141 287 4350 | Fax 0141 287 5199 | E-mail [info@glasgowlife.org.uk](mailto:info@glasgowlife.org.uk)**  
**Web [www.glasgowlife.org.uk](http://www.glasgowlife.org.uk)**

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To request, please call 0141 287 3554.

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