



Glasgowlife

**Business Plan  
2022/23**

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



# Contents

Foreword.....	4
Introduction .....	6
Vision, Mission, Purpose.....	8
Strategic context.....	9
Policy lead for culture, sport, tourism and events.....	11
Financial planning .....	12
Strategic priorities .....	13
Key deliverables.....	14
Governance.....	19
Risk management .....	20

## Appendices

<b>Appendix 1</b> Strategic service plan: advance culture and sport in the city.....	22
<b>Appendix 2</b> Strategic service plan: improve physical and mental wellbeing of local communities .....	25
<b>Appendix 3</b> Strategic service plan: support the vibrant city economy .....	28
<b>Appendix 4</b> Strategic service plan: re-invest income to achieve our vision.....	32
<b>Appendix 5</b> Glasgow Life Board .....	34

# Foreword



It's remarkable to realise that Glasgow Life's Business Plan for 2022/23 reflects a third operational year of responding to the challenges imposed by the pandemic.

Our shared experiences in that time have triggered significant behavioural shifts – from working from home to increased use of digital and online services. Yet, as the world adapts to living with Covid-19, access to a wide variety of quality cultural and sporting provision remains as important as ever.

Social and economic recovery will continue to be the main strategic drivers governing the operating environment of charities and public sector organisations for the foreseeable future, and there's abundant evidence of the positive health and wellbeing benefits that culture and sport can deliver.

As one of Scotland's largest charities, our Business Plan for the financial year ahead

outlines our commitment to ensuring the people of Glasgow can continue to access our much needed and highly valued cultural and sporting programmes in their local communities.

Together with local and national partners, we will work more effectively and seek to embed culture and sport at the heart of Glasgow's renewal while also giving community groups and other organisations the opportunity to play a greater role in the management of their local facilities.

At the same time, we will promote the city's unrivalled tourism offer to our key markets and inspire more visitors to come to Glasgow; boosting the city's visitor economy and supporting thousands of jobs across our tourism and hospitality sectors.

I firmly believe Glasgow Life has the people, the infrastructure and the drive



to deliver services and programmes which can do more to tackle the health and economic inequalities that Glasgow, and Scotland, is faced with in the wake of Covid-19.

Crucially, our Business Plan articulates how our recovery planning will continue to build a positive and ambitious future for Glasgow Life as we look to establish a long-term financially sustainable

business model; one which produces the greatest impact from reduced resources in the years ahead.

This is the last Business Plan foreword that I will write as Glasgow Life's Chief Executive before I retire in May 2022.

It has been my privilege to lead the delivery of culture and sport in the city on behalf of Glasgow City Council over the past 24 years.

Susan Deighan, who helped establish Glasgow Life in 2007 and has held a number of senior positions within our organisation, including Deputy Chief Executive, and Director of City Marketing and External Relations, will take over as Chief Executive at the end of April 2022.

Susan's passion for Glasgow, and for culture and sport, is infectious. She's a tremendous asset to the city – a natural leader and strategic thinker, and her knowledge, creativity and networks will ensure Glasgow Life continues to play a critical role at the heart of Glasgow's communities.

Our highly valued services and programmes are fundamental to the city's mental, physical and economic wellbeing, and under Susan's dynamic leadership I'm confident Glasgow Life will continue to achieve its mission of inspiring every citizen and visitor to become engaged and active in a city globally renowned for culture and sport.

**Dr Bridget McConnell CBE**  
Chief Executive,  
Glasgow Life

# Introduction

Welcome to Glasgow Life's Business Plan for 2022/23. This plan sets out our proposed strategic, business and operational approach for the next financial year. The focus of our activities will be on supporting Glasgow and Scotland's social and economic recovery from the impact of the global pandemic and the shift towards living with the Covid-19 virus. It is a time of significant organisational change and wider societal and financial challenges for Glasgow Life.

Covid-19, the national lockdown and subsequent population level restrictions, have had a catastrophic impact on many sectors of the economy including culture and leisure, tourism and events. Prior to the pandemic, across Glasgow and the west of Scotland, tourism, hospitality, arts, sport, heritage and culture employed almost 80,000 people and contributed over £1 billion to the local economy.

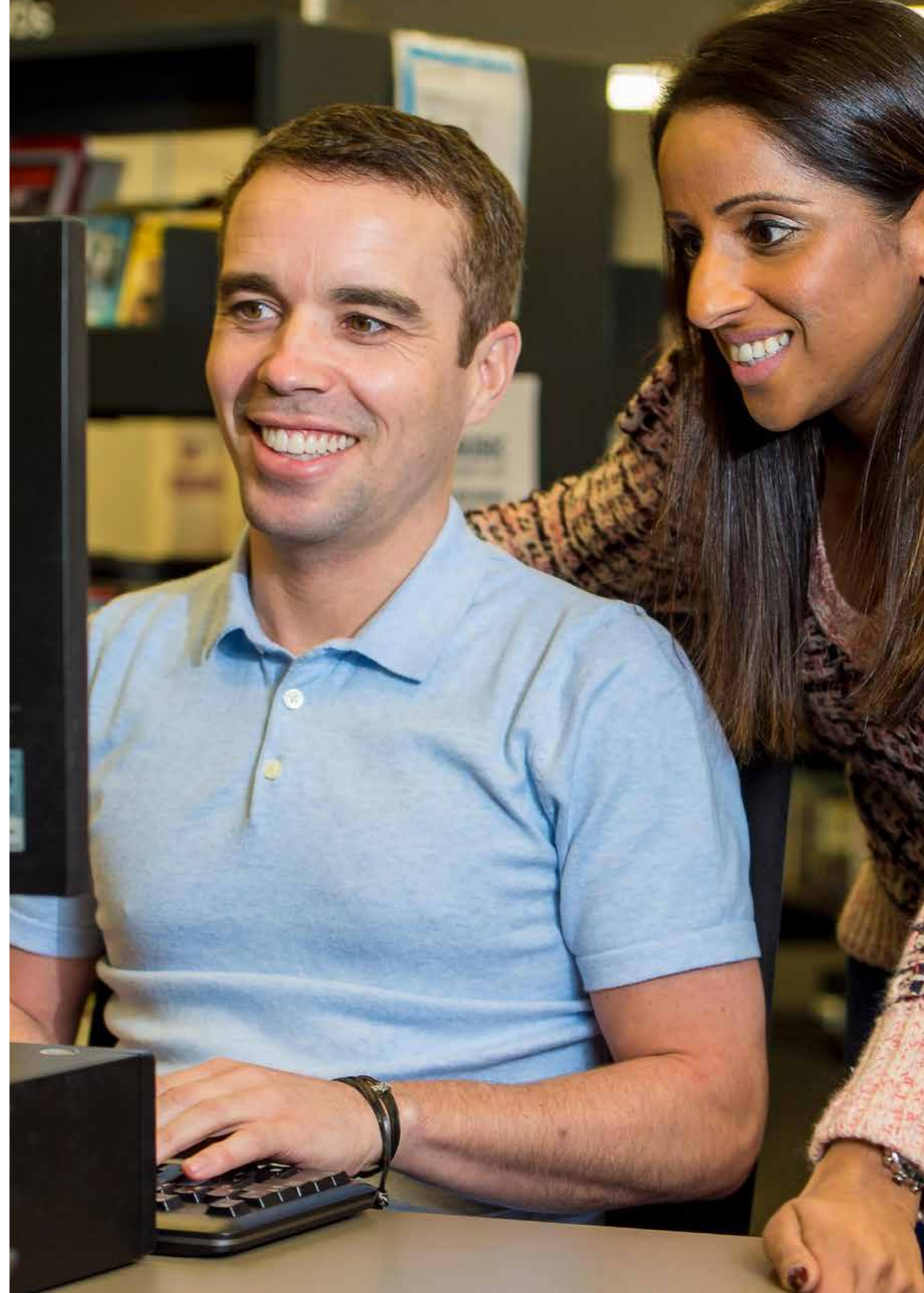
The impact of the pandemic on our charity has been significant, dramatically reducing our income, and therefore our scope and reach in the short term. Despite the pressure we are under as a result of our financial environment, we are firmly focused on building a positive future for Glasgow Life. We are embarking on a process of forward planning which will enable us to continue to deliver vital core services as well as to contribute to the overall social and economic recovery of Glasgow, with a focus on our longer-term sustainability.

A key priority for 2022/23, and over the next three years, will be to tackle inequality, build back public confidence, and re-engage with citizens, visitors and recipients of our services.

We will focus on generating income to support the range of services we provide in the city and to mainstreaming the impact of our culture,

sport and physical activity programmes through our Live Well programme. This will form a key part of our contribution to the development of the wellbeing economy in the city.

The imminent retirement of our Chief Executive, Dr Bridget McConnell, after 24 years, marks the end of an era. The newly appointed Chief Executive, Susan Deighan, brings extensive experience, vision, drive and imagination. Change will underpin everything at Glasgow Life for the next three years and we look forward to building a sustainable future while meeting the challenges ahead and maximising the opportunity to play our part as Glasgow, and Scotland, recover from the pandemic.



# Vision, Mission, Purpose

Established in 2007 as a Charity set up for the benefit of the people of Glasgow, the reason we exist is because we believe that everyone deserves a great Glasgow life.

Our mission is to inspire every citizen and visitor to become engaged and active in a city globally renowned for culture and sport. As a charity, we find innovative ways to make this happen across Glasgow's diverse communities.

## Our purpose is:

- To improve the mental and physical wellbeing of Glaswegians and visitors through culture and sport.
- To support the city's visitor economy and enhance the city's reputation as a great place to live, work, learn and visit through the delivery of local and international events and the management of world-class collections.
- To generate funds (through culture and sport programmes) in order to re-invest in the charitable activities which support our vision.



# Strategic Context

The Scottish Government's Covid Recovery Strategy provides an overarching vision and framework for Scotland's emergence from the pandemic<sup>1</sup>. Mass vaccination, improvements in treatment and the need to address the wider social, economic and health harms have resulted in a policy shift away from containment towards living with Covid.

The experience of the last two years has worsened existing inequalities, particularly in relation to health. Morbidity and mortality rates for older people, men, disabled people, minority ethnic groups and those living in the most deprived areas have significantly worsened, as have the mental health consequences for women, young people and young

carers, minority ethnic groups and those with an existing ill-health diagnosis.

The economic impact has been considerable and devastating, particularly for the tourism and hospitality, culture and leisure sectors. Although economic growth has returned to pre-pandemic levels there are ongoing concerns around inflation, labour supply and the wider, longer-term economic and humanitarian impact of the Ukrainian conflict.

Consumer behaviour during the pandemic shifted, with the acceleration of longer-term trends towards increased digital content, programming and service provision. The relaxation of public health restrictions does not appear to have been accompanied by hesitancy to resume pre-pandemic activities involving proximity to other people. Across the UK, visitor and leisure attractions, and



<sup>1</sup> Scottish Government, Covid Recovery Strategy for a Fairer Future, 2021



events attendance are generally returning to pre-pandemic levels, however Glasgow is not recovering at the same pace. It remains to be seen if new Covid variants emerge as causes for concern, but it seems unlikely that there will be any return to the types of full societal lockdown typifying the early stages of the pandemic.

The Scottish Government recovery strategy focuses on three key priorities, all of which are relevant to Glasgow Life. These are:

- Addressing systemic inequalities exacerbated by Covid.
- Making progress towards a wellbeing economy.
- Accelerating inclusive person-centred public services.

UK Government priorities of relevance are likely to include the implementation of the “Levelling Up” agenda which is designed to improve economic and social cohesion via increased de-centralisation; ongoing use of culture, sport and events to position the UK globally; and clarifying post-Brexit trade and security issues, including funding, tax varying and

policy relationships with the Scottish Government.

More locally, and specific to Glasgow Life, we are currently engaged in a strategic review of our contract and service level agreement with Glasgow City Council, which will inform the future policy lead role and responsibilities for the organisation, as well as the operations and activities delivered through the contract. Phase 1 of this process is set to be concluded during 2022.

In addition, the forthcoming Scottish Local Government Elections may impact on our operating environment. At the point of writing, no election manifestos have been launched, but it seems likely that in general terms these will focus on issues including supporting economic recovery and growth, addressing inequality (with a particular reference to health and wellbeing), further integration of health and social care, improving preventative approaches and engaging local people in the design and delivery of outcome-focused services.

Culture, sport, tourism and events are likely to remain key features of Glasgow and Scotland’s economic and social recovery planning.

# Policy lead for culture, sport, tourism and events

As strategic lead of the Vibrant City priority for Glasgow City Council we lead on the promotion, advocacy and validation of the cultural, sporting and events sector, as well as positioning Glasgow globally as a destination for leisure and business.

Since 1983 the city has invested more than £1.3 billion (in current prices) in cultural and sporting infrastructure. This investment has led to a transformation in the cultural and sporting offer of the city and is a significant economic driver for Glasgow.

Glasgow Life is responsible (in conjunction with partners) for the policy development and delivery of the following key city strategies:

- Glasgow’s Tourism and Visitor Plan
- UNESCO City of Music
- Glasgow’s Events Strategy
- Sport and Active Legacy Plan
- Glasgow’s Cultural Plan



- Vision for Glasgow Libraries
- Glasgow’s Community Learning and Development Plan

A number of these strategies are nearing the end of their life cycle and will be refreshed during 2022/23. We recognise that the environment we work in may be challenging as a result of the pandemic. We will need to continually adapt

our approach and proactively lead and influence at a local, national and international level.

We must ensure that the city continues to maximise the return on its investment by making full use of our cultural and sporting assets to present Glasgow to the world as a vibrant and creative city that is ambitious for its future.

<sup>2</sup> Year Economic Evaluation, EKOS, 2017

# Financial planning

Glasgow Life's financial planning for 2022/23 is challenging and complex due to the impact of the pandemic on our ability to generate income over the past two years.

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

Since the pandemic we have operated under a financial guarantee of £100 million, with total expenditure under-written by Glasgow City Council. Last year this was made up of a service fee of £72.8 million, a reduced level of externally generated income, with the remainder being met by temporary Covid support monies. The gap between the service fee received from the Council and the £100 million financial guarantee has become a revised income target and,

as our income recovers, the financial guarantee from Glasgow City Council will be reduced.

For 2022/23 the baseline budget for Glasgow Life is £110.5 million. Our service fee for the year ahead has been set at £83.2 million and we have an income target of £27.3 million. Glasgow City Council will continue to support Glasgow Life to under-write any shortfall while we transition to operating within a reduced financial envelope and increase our externally generated income.

For the financial year 2022/23 additional funding has also been allocated for community venues (£1.1 million), St Mungo's Museum and Provand's Lordship (£0.65 million).

## Community interest company

Culture and Sport Glasgow (Trading) C.I.C. is a subsidiary of the charity Culture and Sport Glasgow (Glasgow Life). The purpose of the CIC is to provide services including catering, venue hire, and retail in the venues and at events managed by Glasgow Life. Profits from these activities are paid over by gift aid to the charity. All future profits will be subject to gift aid or covenant arrangements to the charity.



# Strategic priorities

Glasgow Life has set out four strategic priorities through which our ambitions will be delivered and our mission achieved. To maximise the opportunities for the charity and address the challenges described earlier, and better influence our funding and policy context, we will bring a new focus to the following areas:

- **Advance culture and sport in the city.**
- **Improve physical and mental wellbeing of local communities.**
- **Support the vibrant city economy.**

- **Re-invest income to achieve our vision.**

We are starting from a position of strength with a successful track record in delivering our mission. Glasgow Life is the largest charity of its kind in the UK and pre-pandemic we recorded more than 18 million annual visits to our venues, festivals and events. Before the pandemic, our services were used by over 80% of the city's population and by millions of tourists each year.

We will embed these four strategic priorities in the short

and long-term goals of all service areas within Glasgow Life through a refreshed approach to service planning aligned to our Vision, Mission and Purpose. This will ensure their contribution to economic prosperity, and the social and cultural life in Glasgow is recognised and valued by demonstrating our impact.

Appendices 1-4 in this plan summarise the alignment of the key priorities for each service area to Glasgow Life's policy context set out in the four strategic priorities which we will use to measure our success in the coming years.



Advance culture & sport in the city

Improve mental & physical wellbeing of local communities

Support the vibrant city economy

Re-invest income to achieve our vision

# Key deliverables

## Equality, diversity and inclusion plan



Glasgow Life is committed to the principles of diversity, equality of opportunity and inclusion, and we play a key role in ensuring the statutory and legal requirements, as set out in The Equality Act (2010), are recognised and respected in the city. As a charity, we are a large employer, a procurer of a wide range of goods and services, and an organisation managing public buildings, programmes and activities at significant scale in Scotland's largest and most diverse city.

We recognise the value and impact of participation in culture and sport activities and events and the transformative power we have as a charity to bring together people from a wide variety of backgrounds.

Our work is based on building meaningful, supportive and respectful relationships across different cultures and we can only do this with an

unwavering commitment to equality, diversity and inclusion. Our staff and the Board of Glasgow Life are fully committed to this key deliverable and our work in this area will be governed and supported by the Equalities Sub-Committee of the Glasgow Life Board during 2022/23.

As a direct consequence of the global pandemic and the disproportionate impact it has had on many of Glasgow's citizens and communities, we are reviewing our current commitments and will publish a refreshed Equality, Diversity and Inclusion Policy and Action Plan for Glasgow Life during the coming year. We will build upon what we have already accomplished and detail our renewed commitment to achieve even more as we support Glasgow's communities in learning to live with the Covid-19 virus.

## Our people strategy

As we recover from the impact of the pandemic, the success of Glasgow Life will be a reflection of the staff who deliver the diverse and vast range of services in the city and contribute to fulfilling Glasgow Life's mission and strategic priorities.

Our people strategy focuses on delivering effective workforce planning through supported change management and clear and consistent communication, and we aim to develop increased flexibility across our workforce.

Key to the success of the charity is motivating and engaging our talent across the service areas and ensuring our staff are properly equipped with the skills they require to carry out their roles.

During 2022/23 we will reintroduce our performance management framework for every member of staff to support individual performance and development including an individual personal development plan, and we

will continue to seek and action feedback from our colleagues through our staff survey.

We will continue to encourage greater diversity in our workforce through our collaboration with organisations that work with under-represented people. Through them, we will advertise our external vacancies, work placement and volunteering opportunities to encourage applications from all under-represented groups.

## Business continuity planning

The pandemic has highlighted the importance of business continuity planning for Glasgow Life. A key deliverable for the year ahead will be a review of the business continuity management framework resulting in a revised business continuity plan and updated business impact assessments for each operational area.

We will renew the emergency action plans that inform venue management and we will re-introduce our programme of regular business continuity testing which was paused as a result of the pandemic and the challenging operating environment during lockdown and the various levels of restrictions that then followed.





## Transformation through digital and data



We live in a time of unprecedented change. Technology is developing at an incredible pace, changing how we communicate with each other and how we consume information, goods and services. For these reasons we are prioritising our focus on digital and data during 2022/23.

### Digital

Glasgow Life has identified digital as a key priority across the organisation. A digital transformation project began in 2021/22 to embed digital thinking into the heart of our operations. Our aim is to rationalise front-facing consumer communications, internal practices and approaches, along with internal systems such as relationship management systems and data management.

We have established a Digital Steering Group with staff from across all Glasgow Life services to inform and guide this transformation and we are investing in digital skills training to support this key deliverable.

The Marketing Communications Team,

supported by a specialist external agency, is reviewing websites across the organisation and developing a plan to review the effectiveness of the range of social channels we currently operate to engage with customers.

### Data

At Glasgow Life, data underpins everything we do; we are custodians of huge volumes of data and it supports our policy and operational decision making. We have recently participated in a data maturity assessment, led by the Scottish Government, and our priority for the year ahead is to use the results to refresh our data strategy. The assessment is helping us to improve how we collect, process and use data across the whole organisation.

Our refreshed data strategy will help us manage data as a corporate asset. We will identify the tools, processes and results that define how we manage, analyse and act upon the data we collect, as well as focussing on ensuring data security and compliance.

## Innovation

During 2022/23 we will launch our Innovation Strategy, creating a new strategic approach to supporting and driving innovation across Glasgow Life. The theme of innovation is woven through our mission and values, empowering our staff to add value and fostering a culture of innovation across Glasgow Life.

This will better place us to respond to the need for different ways of working, promote cross-service collaboration and continually improve our products, services and processes.

Our Innovation Strategy, developed through support and consultation with the

Institute of Innovation and Knowledge Exchange (IKE), provides the tools and processes to integrate innovation into our regular work practices and will ensure the consistency, resources and alignment needed to maximise our impact and deliver on our vision that everyone deserves a great Glasgow life.

## Capital programme

Glasgow's commitment to long-term investment in the culture and sport infrastructure has created the platform for local, national and international events, largely contributing to Glasgow's global success, as well as the direct delivery of services in all communities in Glasgow.

The scope, scale and quality of this infrastructure is a national asset for both Glasgow and Scotland, and the contribution that it can make to Scotland and Glasgow's economy is more important now than at any point in the past, given the major challenges posed by Covid-19, stalled productivity and Brexit.



Glasgow Life's capital investment programme has been developed to support Glasgow City Council's strategic priorities and is funded in the main by the Council.

Woodside Library has benefitted from a £2.3 million investment and reopens on 28 March 2022. Our largest capital project in recent years is the refurbishment of the Burrell which reopens to the public on 29 March 2022 and

will be the most significant cultural event in Scotland in 2022.

Over the next three years, £35 million has been secured to support the proposed capital programme which includes a balance of investment in local facilities and major capital projects, some of which will require additional external funding. £2.8 million capital funding has been secured to support the future of People's Palace and Winter Gardens.

Given the scale and complexity of some of the proposed capital investments within Glasgow Life's property portfolio, including the People's Palace, the Mitchell Library, Bellahouston Leisure Centre and the Glasgow Royal Concert Hall, some of the £35 million funding will be used for the development of masterplans within the next three years.

## People Make Glasgow Communities

The People Make Glasgow Communities programme was launched in February 2021 as part of Glasgow City Council's commitment to empowering communities to make their own decisions and meet the changing needs of neighbourhoods by allowing communities to become more involved in running the venues and services they rely on.

The programme is encouraging the people who know and use local facilities to make them more relevant and accessible to everyone in the local community. Venues and the services they host, sports pitches and community facilities are

among the opportunities that people across the city can now become more involved in operating and managing.

Since the programme launched last year, there have been 107 expressions of interest for facilities managed by Glasgow Life.

Key to our strategic planning is the future operating model for all the venues and sites on our property portfolio and during 2022/23 we will continue to work with Glasgow City Council, local groups and those interested bodies who are already engaged in the programme,

as well as assisting with any new expressions of interest.



# Governance

Glasgow Life operates within a clear governance framework.

### Role of the Board

The Glasgow Life Board is made up of eight Independent Directors, five Partners Directors (Councillors) and the Chief Executive. Its role is to set the strategic direction in achieving Glasgow Life's objectives and to ensure the effective operation of Glasgow Life as a charity. As Charity Trustees the Board is responsible for the governance of the charity and is responsible for making sure that Glasgow Life is administered effectively and can account for its activities and outcomes. The Board is responsible for ensuring that Glasgow Life meets the terms of its contractual relationship with Glasgow City Council. The Board meets five times a year.

It is worth noting that there will be a change to the Board

early in the financial year due to the retirement of Dr McConnell, the current Chief Executive, and also of Councillor McDonald, the current Chair of the Glasgow Life Board who is standing down following the Scottish Local Elections on 5th May 2022.

### Role of Glasgow City Council

Glasgow Life has a number of contracts with Glasgow City Council which govern the delivery of the services we provide, the management of property and the custodianship of the city's collections. Glasgow Life presents an annual update on how the organisation is delivering against the council's strategic priorities and our contractual obligations to Glasgow City Council's Operational Performance and Delivery Scrutiny Committee.

### Role of The Office of the Scottish Charity Regulator (OSCR)

OSCR is the independent register and regulator of Scotland's 24,000 charities and provides reassurance and transparency to the public about charities. Glasgow Life completes an Annual Return to OSCR which provides financial information on our activities as a charity. OSCR determines whether the activities of an organisation meet the charity test, ensuring that they have charitable purposes as defined in charity law and provide public benefit.



# Risk management

Glasgow Life is aware that a certain level of risk can never be eliminated and is wholly committed to the pro-active identification and management of risks within its control. Our risk management policy sets out why and how this will be done and is the foundation for the detailed risk management framework which provides guidance and tools to be used by all service areas.

The full risk register is scrutinised by Glasgow Life's audit committee on an annual basis, and risks with a residual rating of very high or high are presented to the remaining Audit Committee meetings as well as to all Glasgow Life Board meetings.

The aims and objectives of Glasgow Life's risk management policy are to:

- Raise the profile and embed a risk management culture across the organisation, making it a core part of strategic planning, decision making, programme and project management, business continuity and Health and Safety.
- Deliver a consistent approach to risk management.
- Promote an inclusive approach to risk management and encourage ownership of the risk management process and specific risks.
- Raise awareness of risks across Glasgow Life and inform staff of their responsibilities in relation to, and the importance of, risk management.
- Allow continuous improvement and increased resilience through anticipating and responding to risks, both as potential threats and opportunities, and linking to business continuity planning.
- Preserve and enhance service delivery, reduce injury, loss and damage to assets, safeguard employees, and maintain effective stewardship of public funds.
- Protect the integrity of Glasgow Life's service, its corporate governance framework and its reputation.



# Appendix 1

## Strategic Service Plan 2022/23

### Advance culture and sport in the city

Advancing culture and sport in the city is at the heart of our mission and is one of Glasgow Life's four strategic priorities. We will continue to deliver on this priority in 2022/23 through our core operations in arts, cultural venues, events, libraries, museums, music and sport. We will provide high-quality, specialised programmes and experiences which enable people to experience the life-changing benefits of participating in culture and sport at all levels.

The impact of culture and sport as a driver for regeneration in the city is evident. Glasgow Life delivers services that are based on traditions of civic provision that go back at least 150 years. Libraries, museums, arts, sports and events are all part of Glasgow's history. Glasgow was the first city in the UK to use culture to recover from the loss of heavy industry.

Since 1983, the city has invested more than £1.3 billion (in current prices) in cultural and sporting infrastructure. This investment has led to a transformation in the cultural and sporting offer of the city and is a significant economic driver for Glasgow.

The focus of Glasgow Life's activities in 2022/23 will be on supporting Glasgow and Scotland's social and economic recovery from the impact of the global pandemic and the shift towards living with the Covid-19 virus. It is a time of significant organisational change and wider societal and financial challenges for Glasgow Life.

Glasgow Life was impacted in many ways by the pandemic, including a significant loss of earned income and the requirement to close of venues and stop most

delivering the majority of our previous programmes and services. Those able to work during the pandemic found innovative ways of delivering services, from online events to phone-based community support. Pre-pandemic we recorded over 18 million visits to our venues every year. Our services were used by more than 80% of the city's population and by millions of tourists each year. 2021/22 saw the reintroduction of many of our services and venues reopening across the city, with more than 4.5 million visits across the year.

The advancing culture and sport strategic service plan will demonstrate some of our plans for 2022/23.

Together with local and national partners, we will work more effectively and seek to embed culture and sport at the heart of Glasgow's renewal while also

giving community groups and other organisations the opportunity to play a greater role in the management of their local facilities.

This year will see the reopening of The Burrell Collection following an extensive refurbishment with a target of 470,000 visits in its first year of reopening, along with a programme of recovery and service improvements across all museums.

Celtic Connections will return to for its 30th anniversary edition in 2023.

A new programme of place-based community arts and engagement will be developed.

The refresh of the vision for Glasgow Libraries continues, including work to ensure that the recovery of library services is focused on those reaching priority audiences, and the Mitchell Library redevelopment plans.

Sport will focus on audience development planning to better understand their audiences, to develop their offer and to develop a new

service level agreement with Education Services for their provision in schools.

Across the Glasgow Life service areas, there are **39 key priorities** aligned to the advance culture and sport priority, with **106 high level activities**. The progress of the work aligned to this priority will be monitored at the monthly Operations Board meeting, with a more in-depth report produced on a quarterly basis.

### Key priorities by Glasgow Life service area that align to advancing culture and sport

Service area	Key priorities
Arts, Music & Cultural Venues	Leading support for the development of Glasgow's Culture Plan
	Policy lead for Glasgow as a UNESCO City of Music
	Deliver Celtic Connections 2023
	Secure external funding and maximise opportunities to generate income
	Continued programme delivery and development
	Continued audience and sector development
Communities & Libraries	Refresh the vision for Glasgow Libraries
	Deliver Glasgow's community learning and development plan
	Contribute to the development of Glasgow's culture plan
	Continued service, programme and venue recovery
	Support the People Make Glasgow Communities programme

Service area	Key priorities
Fundraising & Development	Maintain corporate sponsorships across Glasgow Life
	Continued stewardship of major donors
	Attract external funding to support services and programmes
	Extend relationships with trusts and foundations
Events	Policy lead for Glasgow's event strategy
	Manage, deliver and grow events and programmes
	Attract, secure and develop major events
	Continue to evolve, position and promote Glasgow as a world-leading events destination
	Optimise and grow the economic, marketing and social value of Glasgow's events calendar
	UCI Cycling World Championships 2023
Marketing & Communications	World Athletics Indoor Championships 2024
	Strengthen Glasgow Life's position as a vital city charity
Museums & Collections	Deliver on the stabilisation and rationalisation of the digital estate
	Contribute to the development of Glasgow's culture plan
Sport	Progress visitor experience and programming for citizens and tourists
	Asset management of the collections and archives
	Audience development and anti-racist practice
	Review Glasgow's sport & physical activity plan
	Lead and support sport event planning
	Continued audience and sector development
	Support the People Make Glasgow Communities programme
Continue to support capacity building with local communities	
Marketing & Communications	Maximise business and commercial activities and opportunities
	Progress digitisation of programmes

# Appendix 2

## Strategic service plan 2022/23

### Improve physical and mental wellbeing of local communities

Supporting the improvement of the physical and mental wellbeing of local communities is one of Glasgow Life's four strategic priorities. Our city suffers significant health inequalities which are expected to increase as a result of the global pandemic. There is extensive evidence that engagement with culture, sport and leisure activity brings considerable physical and mental health benefits, therefore we will contribute to the city's wellbeing agenda through the many programmes we deliver in our venues and local communities.

During 2022/23 we will sharpen our focus on delivering this strategic priority through our Live Well Community Referral programme. The Live Well strategic approach will align resources and focus on themes that directly

contribute to the reduction of the health and wellbeing inequalities in Glasgow. We will do this by ensuring we enhance our universal offer by delivering targeted and tailored provision which supports those with greatest need.

By adopting this approach, we will work more strategically with our local, city and national partners and achieve a greater impact on the health and wellbeing of our citizens.

Our innovative programmes, experiences and events have the potential to reach every individual in the city, and our large-scale cultural and sporting programmes bring millions of visitors to Glasgow, presenting the city on an international stage. We work hard to enable our city's diverse communities to experience the life-changing benefits of participating in

culture and sport at all levels, from grass roots to world-class.

The experience of the last two years has worsened existing inequalities, particularly in relation to health. Morbidity and mortality rates for older people, men, disabled people, minority ethnic groups and those living in the most deprived areas have significantly worsened, as have the mental health consequences for women, young people and young carers, minority ethnic groups and those with an existing health condition.

As one of Scotland's largest charities, our strategic service plans for the year ahead outlines our commitment to ensuring the people of Glasgow can continue to access our much needed and highly valued cultural and sporting

programmes in their local communities.

Across the Glasgow Life service areas, there are **33 key**

**priorities** aligned to improving physical and mental wellbeing of local communities priority, with **88 high level activities**. The progress of the work

aligned to this priority will be monitored at the monthly Operations Board meeting, with a more in-depth report produced on a quarterly basis.

### Key priorities by Glasgow Life service area that align to improving mental and physical wellbeing of local communities priority

Service area	Key priorities
Arts, Music & Cultural Venues	Continued programme delivery and development aligned to wellbeing
	Continued audience and sector development
Communities & Libraries	Pilot Glasgow Life's Live Well Community Referral model
	Refresh the vision for Glasgow Libraries
	Deliver Glasgow's community learning and development plan
	Health and wellbeing focussed programming and activity
	Locality planning, targeting services and programmes to communities
Fundraising & Development	Support external fundraising for the pilot and future roll out of Glasgow Life's Live Well Community Referral model
	Attract external funding to support services and programmes
	Develop 'everyone deserves a great Glasgow life' narrative into fundraising campaign messaging
Events	Optimise and grow the economic, marketing and social value of Glasgow's events calendar
	Manage, deliver and grow events and programmes aligned to economic wellbeing
	Attract, secure and develop major events aligned to wellbeing legacies
Marketing & Communications	Strengthen Glasgow Life's position as a vital city charity
	Promote and support venue re-opening and programme restart activity for all Glasgow Life services
	Support and deliver audience development activity for all Glasgow Life services

Service area	Key priorities
Museums & Collections	Progress audience development and anti-racist practice
	Contribute to Glasgow Life's Live Well Community Referral model by widening access and education programmes aligned to wellbeing
Sport	Review Glasgow's sport & physical activity plan
	Continue to support capacity building with local communities
	Continued audience and sector development

# Appendix 3

## Strategic service plan 2022/23

### The vibrant city economy

Supporting the vibrant city economy is one of Glasgow Life's four strategic priorities. As policy lead for the vibrant city theme for Glasgow City Council's Strategic Plan, we lead on the promotion, advocacy and validation of the cultural, sporting and events sector, as well as positioning Glasgow globally as a leading destination for leisure and business. which we do through our teams promoting Glasgow as a destination for tourism, events and conferences.

Glasgow Life's innovative programmes, experiences and events have the potential to reach every individual in the city, and our large-scale cultural and sporting programmes bring millions of visitors to Glasgow, presenting the city on an international stage.

It is Glasgow Life's remit to communicate and enhance

Glasgow's reputation as a vibrant, world-class city in which to live, work, study, meet, invest and visit. The Destination and Tourism Teams work with key stakeholders and partners across multiple sectors, industry and academia. Our approach is one of collaboration, innovation and participation; leading engagement with the city's award-winning PEOPLE MAKE GLASGOW brand.

Glasgow is an increasingly popular visitor destination and we are a city internationally recognised for our friendliness. Condé Nast Traveller named Glasgow as its top UK city break destination of 2021 while in the same year, the city was named 'World's Friendliest' in a poll by Rough Guides. In 2019, Glasgow welcomed over 2.5 million overnight visitors, that brought over £774 million economic

benefit to the city from visitor spend, roughly split 50/50 between domestic and international visitors. Prior to the pandemic, there were over 32,000 jobs related to Glasgow's tourism and hospitality industry.

Glasgow is Scotland's conference capital. It is a well-established conference city, attracting more international delegates than any other UK city, outside London. Pre pandemic, approximately one in five of the city's hotel rooms were filled by conference delegates who came to the city to attend over 500 conferences a year, delivering over £140 million economic benefit from delegate spend. Over the past ten years (2010-19) there has been an increase of over 40% in the economic benefit of conferences that take place in Glasgow, and for the past 14 years the city's

Convention Bureau has been voted Best UK Convention Bureau.

The coming year will see the Convention Team continue to contribute to the city economy, attracting high quality conferences to the city. Glasgow Life will lead on Glasgow's Tourism & Visitor Plan, while working to refresh the plan setting the strategic direction for the city through

to 2030. Recovery of events in the city will continue while plans are put in place to create a platform for Glasgow to attract and host landmark events such as the UCI Cycling World Championships 2023 and the World Athletics Indoor Championships 2024.

Across Glasgow Life service areas, there are **47 key priorities** aligned to support the Vibrant City Economy

priority, with **86 high level activities**. Progress of the work underpinning this priority will be monitored by Glasgow Life's Operations Board every month and reported in detail to the Senior Management Team on a quarterly basis.

### Key priorities by Glasgow Life service area that align to support the vibrant city economy priority

Service area	Key priorities
Arts, Music & Cultural Venues	Leading support for the development of Glasgow's Culture Plan
	Policy lead for Glasgow as a UNESCO City of Music
	Delivery of Celtic Connections 2023
	Secure external funding and maximise opportunities to generate income
	Continued programme delivery and development
	Continued audience and sector development
Communities & Libraries	Refresh the Vision for Glasgow Libraries
	Deliver Glasgow's Community Learning and Development
	Contribute to the development of Glasgow's Culture Plan
	Health and wellbeing focussed programming and activity
Fundraising & Development	Ensure strategic fundraising across Glasgow Life

Service area	Key priorities
Events	Policy lead for Glasgow's event strategy
	Manage, deliver and grow events and programmes
	Attract, secure and develop major events
	Continue to evolve, position and promote Glasgow as a world leading events destination
	Optimise and grow the economic, marketing and social value of Glasgow's events calendar
	UCI Cycling World Championships 2023
	World Athletics Indoor Championships 2024
Marketing & Communications	Continued contribution to Glasgow's recovery and destination plans
	Strengthen Glasgow Life's position as a vital city charity
	Deliver on the stabilisation and rationalisation of the digital estate
	Promote and support venue re-opening and programme restart activity for all Glasgow Life services
	Support and deliver audience development activity for all Glasgow Life services
Museums & Collections	Manage operations of the largest civic museum service in the UK
	Contribute to the development of Glasgow's culture plan
	Progress visitor experience and programming for citizens and tourists
	Maximise business and commercial activities and opportunities
Sport	Review Glasgow's sport & physical activity plan
	Continued venue re-opening and programme restart activity
	Lead and support sport event planning
	Continued audience and sector development
	Maximise business and commercial activities and opportunities
	Progress digitisation of programmes

Service area	Key priorities
Tourism and Conventions	Refresh of the Glasgow Tourism & Visitor Plan to 2030
	Achieve economic benefit for Glasgow in 2022/23 through secured conferences and conventions
	Generating economic benefit to the city through UK and international conference sales for future years
	Generate external income through accommodation commission
	Generate external income through conventions membership
	Raise Glasgow's profile across the UK, European and international markets



# Appendix 4

## Strategic service plan 2022/23

### Re-invest income to achieve our vision

Re-investing income to achieve our vision is one of Glasgow Life's four strategic priorities and is critical to our long-term sustainability as one of the city's most important charities. We will do this through all income opportunities and our commercial operations, eg gym membership sales, ticketed events, venue hire, retail and catering.

We generate income from services such as our Glasgow Club membership which provides access to any of our gyms and swimming pools across the city; through our box office, which sells tickets to our wide variety of concerts and shows in our concert halls and cultural venues; and through retail shops in our landmark museums. During the decade preceding Covid-19, Glasgow Life grew annual unrestricted earned income by around 64% (from £23.2 million to

£38 million), and income from our sport and physical activity programmes grew from £7 million in 2007 to £22.3 million in our last year of operation before Covid restrictions meant that we had to close our venues.

Glasgow Life's Development Team works closely with all Glasgow Life service areas to maximise opportunities for statutory funding and grants from trusts and foundations across all areas of the charity.

This is restricted funding and we can also run individual giving campaigns to support revenue and core funding so we can reach more people through our facilities and programmes. In the three years preceding the pandemic, Glasgow Life received an average of £16 million per year in restricted income that supported our charitable work.

The economic impact of the pandemic has been considerable, particularly for the tourism and hospitality, culture and leisure sector. Venue and service closures due to restrictions resulted in £38 million in lost income in the first year of the pandemic. Consumer behaviour during the pandemic shifted with the acceleration of longer-term shifts towards increased digital content, programming and service provision.

However, the relaxation of public health restrictions does not appear to have been accompanied by hesitancy to resume pre-pandemic activities involving proximity to other people. Across the UK, visitor and leisure attractions, attendances at events are generally returning to pre-pandemic levels, however the current research would suggest that Glasgow

is not recovering at the same pace. One of our priorities in 2022/23 will be in recovering services for users and identifying opportunities to generate income to re-invest to achieve our vision. Our Development Team will identify opportunities for donors and sponsors to support our programming. Sport will look to recover services and venues to support income generation through the Glasgow Club

while maintaining their growth in digital services, which was enhanced during the pandemic. Museums and Arts and Music will both refresh their audience development plans to ensure their services are relevant to their current audiences and to encourage new audiences to engage with their services.

Across the Glasgow Life service areas, there are **12 key priorities** aligned to

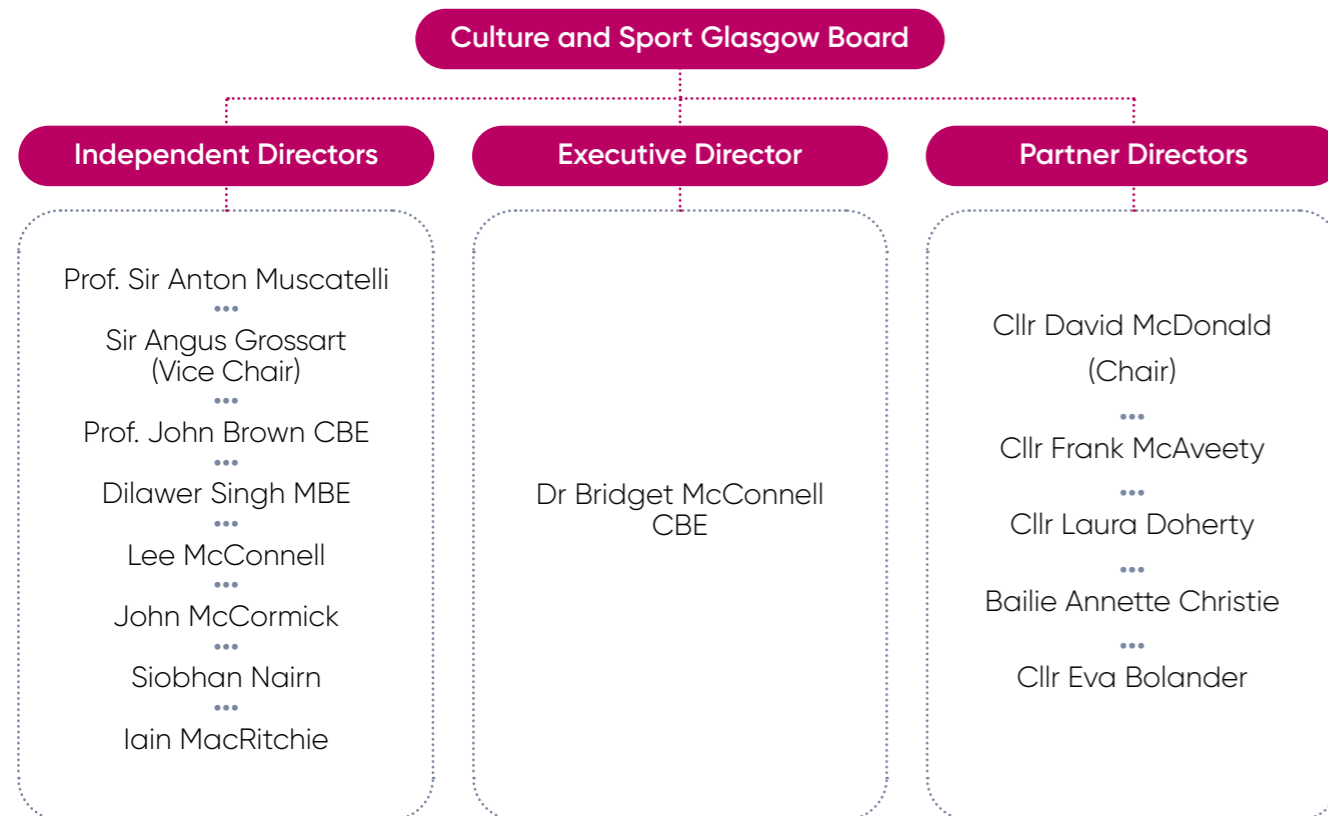
the re-investing income to achieve our vision priority, with **32 high level activities**. The progress of the work aligned to this priority will be monitored at the monthly Operations Board meeting, with a more in-depth report produced on a quarterly basis.

### Key priorities by glasgow life service area that align to the priority to re-invest income to achieve our vision

Service area	Key priorities
Arts, Music & Cultural Venues	Continued audience and sector development
	Secure external funding and maximise opportunities to generate income
Communities & Libraries	Refresh the Vision for Glasgow Libraries
	Continued service, programme and venue recovery
	Pilot Glasgow Life's Live Well Community Referral model
Fundraising & Development	Test new individual donor programmes and create fundraising campaign
	Create a new patron and members stewardship and activity plan
	Maintain corporate sponsorships across Glasgow Life
	Develop 'everyone deserves a great Glasgow life' narrative into fundraising campaign messaging
Museums & Collections	Maximise business and commercial activities and opportunities
Sport	Maximise business and commercial activities and opportunities
	Progress digitisation of programmes

# Appendix 5

## Governance structure



Everyone deserves to live a  
great Glasgow life.

We need your support to  
make sure they do.

**Glasgow Life**

38 Albion Street

Glasgow G1 1LH

Phone 0141 287 4350

E-mail [info@glasgowlife.org.uk](mailto:info@glasgowlife.org.uk)

Web [www.glasgowlife.org.uk](http://www.glasgowlife.org.uk)

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

