



Glasgowlife

**Business Plan
2023-25**

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



Contents

Introduction	4
About us.....	6
Our vision, mission, purpose and values	7
Strategic context.....	8
Financial planning	9
Services delivered on behalf of Glasgow City Council.....	10
City strategies	12
Strategic priorities.....	16
Key deliverables	18
Governance.....	28
Monitoring our performance.....	29
Risk management	30
Appendices	
Appendix 1: Glasgow's Strategic Plan 2022-27	32
Appendix 2: Glasgow Life Board	34

Introduction



Welcome to Glasgow Life's Business Plan for 2023-2025.

This Business Plan sets out what we aim to achieve over the next two financial years.

With the world changing faster than ever before, we will continue to develop our strategies, ensuring they are fit for purpose, informed by city priorities and customer need.

We expect to be working in a volatile and uncertain context, not least because of the long-term consequences of the global pandemic, the

continuing impact of Brexit and the current cost of living crisis.

Our plan for the next two years is based on maximising the impact of our resources for people living in and visiting Glasgow.

We know how important our charity is to the city. Culture, sport, learning and heritage offer rich sources of hope, meaning and social connection. They contribute to improvements in health and wellbeing. They attract visitors and increase pride in communities and build our city's reputation.

We believe that our plan is exciting, deliverable and ambitious.

A handwritten signature in black ink, appearing to read 'S Deighan'.

Susan Deighan
Chief Executive
Glasgow Life



About us

We are a charity.

We were established in 2007 to benefit the people who live and visit Glasgow. We believe that everyone deserves a great Glasgow life; this is our vision.

We are an ambitious charity with a focus on a future which will allow us to continue to support citizens and visitors to Glasgow maximising our resources to their greatest potential.

We are agile with a proven track record of responding to city priorities.

Glasgow is the economic and cultural powerhouse of Scotland. Our cultural and sporting programmes and events promote inclusion and happiness and health and support the city's visitor economy. We provide experiences, many of which are free, bringing value and meaning to people's lives.

Our work enhances the



city's mental, physical and economic wellbeing.

Our Board of Directors oversee the governance and strategic direction of the charity ensuring we develop appropriate plans to deliver

our vision, mission and purpose, whilst supporting the delivery of Glasgow City Council's Strategic Plan.

Please refer to Appendix 2 for more information about our governance structure.

Our mission, purpose and values

Our Mission

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

Our purpose

- 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; and
- to generate funds (through culture and sport programmes) in order to re-invest in the charitable activities which support our vision.

Our Values

We are a values-led organisation so it is important we act and behave accordingly at all times.

We are inclusive

When individuals and communities feel empowered, better outcomes are achieved. We are dedicated to ensuring that our diverse communities are engaged in the design and delivery of our work.

We are committed

We know that outcomes are not equal for everyone in the city. We are committed to helping everyone in Glasgow experience the benefits of participating in culture, sport and learning.

We are ambitious

A vibrant city supports the health and wellbeing of its people. We find innovative ways to deliver the best possible outcomes, fostering the long-term, sustainable economic wellbeing of Glasgow for the benefit of all.

Strategic context

The public sector in Scotland faces enormous pressures. Many of these pressures, such as increased demand, an ageing population and widening inequality, pre-date Covid-19 and the cost of living crisis. Longer-term structural shifts and the need for public sector reform, which moves services primarily designed to treat consequences towards those based around prevention, have long been mooted.

In many ways the pandemic and the cost of living crisis have accelerated longer-term trends, particularly with regard to widening and deepening inequality across a range of measures and driving increased demand for services. This takes place within a wider context of reductions across central, national and local government finances alongside large increases in utility costs.

Audit Scotland has highlighted that local government and the wider public sector will need to

make recurring savings and make increasingly difficult choices with their spending priorities.

A number of specific factors affecting the culture, sport and events sector overlay these general themes to form what has been described as “a perfect storm”.

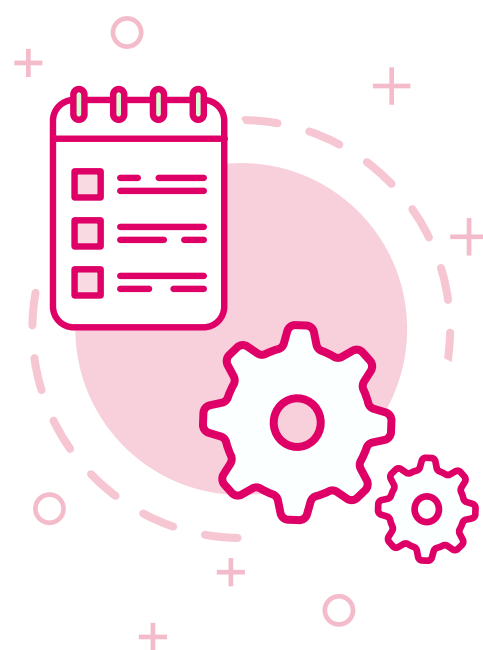
These include:

- reduced consumer demand for chargeable/discretionary-spend services and related impact on income from fees and charges
- increased ring-fencing of budgets around health, social care, criminal justice and education and limited local flexibility
- reliance on local government funding for local services, funding which continues to reduce as a continuation of a longer-term trend

- supply chain and labour shortages
- significant covid recovery costs

A wide range of culture, sport and events organisations envisage that structural change within their sectors will be inevitable.

It is within this wider context that Glasgow Life continues to operate while planning for the future as a significant and sustainable Glasgow charity.



Financial planning

Glasgow Life’s financial planning for 2023-24 and beyond continues to be challenging, in the main due to the current economic conditions and energy market. In addition, we have been asked to deliver £7.1 million of budget savings by Glasgow City Council during this financial year. Our recovery from the global pandemic, which significantly impacted on our ability to generate income over the past few years, is ongoing.

In the past year we have recovered our income to over £26 million and we are setting an income target of £27.4 million for 2023-24, however this is £11 million below our pre-pandemic level.

As a charity we are funded through a combination of a service fee for the services we provide for Glasgow City Council, donations and externally generated income, all of which support the invaluable services we deliver in the city.

Since the pandemic we have been supported by a financial guarantee from Glasgow City Council that has helped us reopen more venues and steadily grow income to give us the time needed to plan and deliver a sustainable future; this guarantee will end on 31st March 2024.

For 2023-24 the baseline budget for Glasgow Life is £116.8 million. Our service fee for the year ahead has been set at £88.8 million and we will generate income of £27.4 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 CIC provides services including catering, venue hire, and retail in the venues and at events managed by Glasgow Life. All profits from these activities are paid over to the charity through gift aid or covenant arrangements.



Services delivered on behalf of Glasgow City Council

A recent review of Glasgow Life carried out by Glasgow City Council recognised the economic and strategic benefits of the charity and agreed that Glasgow Life should continue to deliver culture and sport on behalf of the council until the end of the current contract in March 2032.

This review was extensive and included a review of the charity's constitution, contractual and governance framework, budget planning process, city strategies and the property portfolio managed on behalf of the council.

The conclusions from the review will be taken forward into an action plan which will include updating the governance and contractual frameworks between Glasgow Life and Glasgow City Council, clarifying the roles and responsibilities between the two organisations.

This action plan will ensure that Glasgow Life continues to support the council's priorities and ambitions as set out in the new strategic plan, and while continuing to deliver best value. This includes acting as policy lead on the following plans and strategies for the city:

- > **Glasgow's Tourism and Visitor Plan**
- > **UNESCO City of Music**
- > **Glasgow's Events Strategy**
- > **Sport and Physical Activity Strategy**
- > **Glasgow's Cultural Strategy**
- > **Vision for Glasgow Libraries**
- > **Glasgow's Community Learning and Development Plan**

Glasgow City Council published its Strategic Plan



for 2022–2027 in October 2022, which details the four grand challenges facing the city and sets out how they will be addressed by the Council family, including Glasgow Life.

The four grand challenges are:

- Reduce poverty and inequality in our communities.

- Increase opportunity and prosperity for all our citizens.
- Fight the climate emergency in a just transition to a net zero Glasgow.

- Enable staff to deliver essential services in a sustainable, innovative and efficient way for our communities.

These grand challenges cut across the work of all areas of the Council family and will be addressed through a set of missions and delivered through a set of commitments.

Everything we do as a charity supports the city and delivers against the priorities set out in Glasgow City Council's Strategic Plan.

Through the delivery of our mission to inspire every citizen and visitor to become engaged and active in a city globally renowned for culture and sport, Glasgow Life contributes to all four grand challenges and is co-sponsor of the two missions below:

- Support Glasgow to be a city that is active and culturally vibrant.
- Support the growth of an innovative, resilient and net zero carbon economy.

We will work with Glasgow City Council to agree the performance management tools that will track and measure our performance and how we contribute to the city's grand challenges. We will report our progress on an annual basis at the council's Operational Performance and Delivery Scrutiny Committee. Please see Appendix 1 for further information about how we support Glasgow's Strategic Plan 2022–2027.

City strategies

Glasgow Life is the policy and development lead for a number of key city strategies, all of which are aligned to local and/or national strategies.

Last year we made a commitment to refresh these strategies as they come to the end of their lifecycle, working with Glasgow City Council, partners and stakeholders, and taking into consideration the different factors impacting on the sectors we represent.

All the strategies listed below will be subject to approval by Glasgow City Council.

Vision for Glasgow Libraries

Glasgow's public libraries belong to its citizens and communities. We are building on the success of the 2015 Vision for Glasgow Libraries and over the past year we have been consulting with local

people and communities to understand how they feel about Glasgow's public libraries to help us shape our refreshed plan.

Key stakeholders and partners, with whom we work collaboratively to deliver the physical and online services, have participated in surveys and workshops to inform the refresh which will be developed under five key themes: culture; health; social; economy; and environment.

A comprehensive action plan will be produced in tandem with the refreshed strategy, informed by the public consultation and input from key stakeholders and partners.

Glasgow's Tourism Plan to 2030

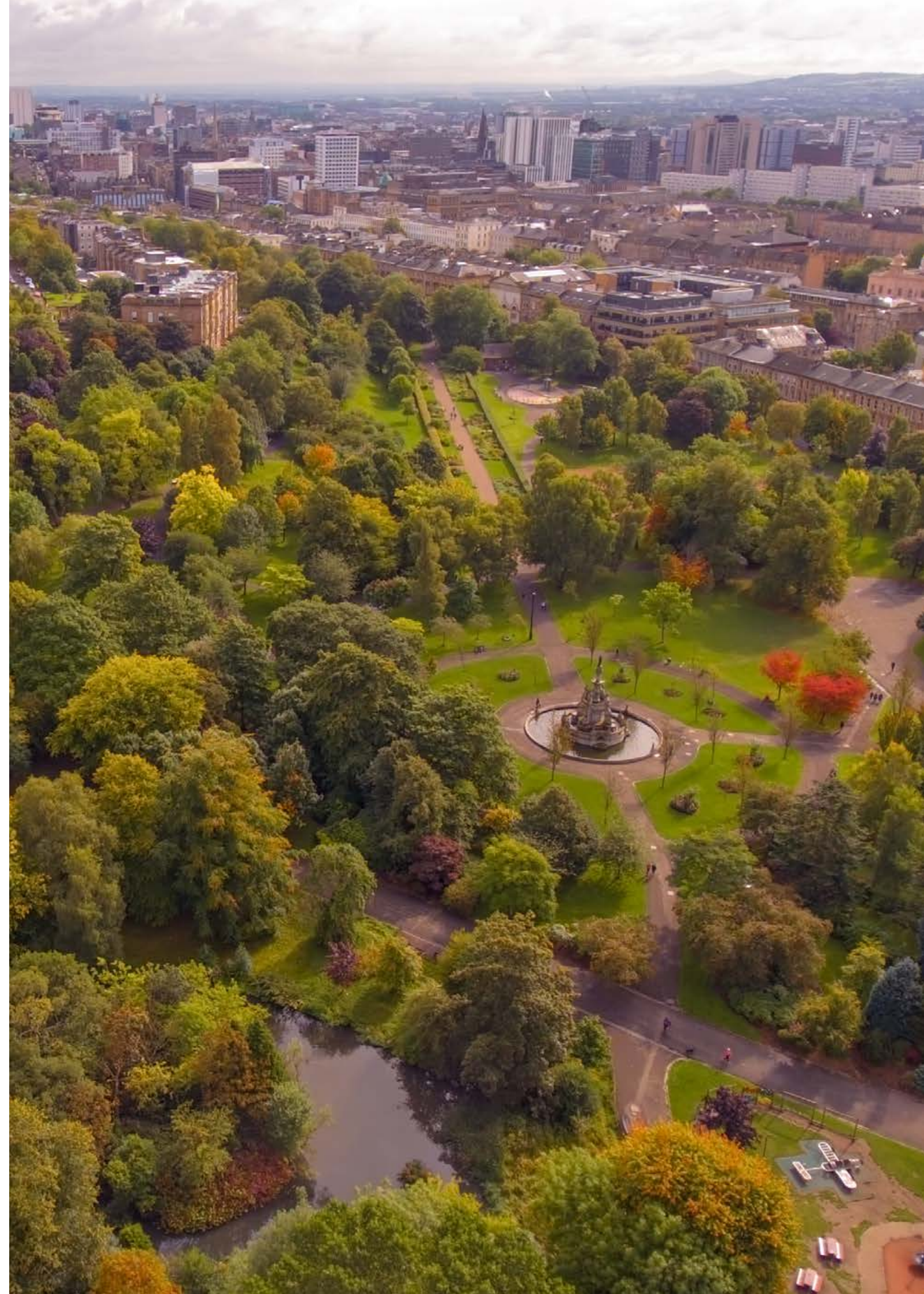
Never before has the industry, worth £775 million to Glasgow and supporting

32,500 jobs in 2019, been in greater need of a sound route-map for the months and years ahead.

Glasgow Life is leading on the refresh of the city's Tourism Plan to 2030, working in close partnership with VisitScotland, Scottish Enterprise, Glasgow City Council and industry.

Tourism makes a significant contribution to Glasgow's economic development, while also showcasing the city to visitors as an ideal place to live, work, invest and study.

The refreshed plan will develop Glasgow as an outstanding leisure destination that offers an excellent experience for residents and visitors and contributes positively to the city's communities and economy while also reflecting the importance of being a sustainable and responsible destination.



Through the refresh and delivery of this Tourism Plan we will support Glasgow as:

- A sustainable city
- An inclusive and accessible city
- A leading events city
- A connected city
- An innovative city
- A thriving city

Glasgow's Cultural Strategy

Glasgow was one of the first places in the UK to recognise the potential of culture and creativity as a driver of regeneration and renewal and the city's investment in the cultural infrastructure over the past forty years has transformed the city's cultural offer, helping to build a global reputation for Glasgow as an exciting, modern city.

Glasgow has a vibrant and diverse cultural and creative sector that has continued to adapt despite the

challenges as a result of the global pandemic.

A Culture Strategy for Scotland was published by Scottish Government in February 2020. At that point Glasgow Life was leading on the creation of a culture plan, however this work was paused in March 2020.

During 2023-24 we are committed to progressing a long-term ambitious strategy for the culture sector in Glasgow, by leading on its development and contributing to its delivery. We will support the convening of a Culture Forum for Glasgow to ensure culture remains at the heart of Glasgow's ambitions. The forum will also have a role in overseeing the development of the strategy to make sure that Glasgow's culture sector is fully represented, aligning aims and ambitions to Glasgow's mission to be a city that is active and culturally vibrant.

Glasgow's Events Strategy

Glasgow is a world-leading events destination and one of Europe's most vibrant and diverse locations. The city has built a vibrant annual calendar of events that includes events delivered or supported by Glasgow Life and Glasgow City Council.

During 2023 we will produce Glasgow's Event Strategy and approach, taking into consideration the current environment, benchmarking against other cities, and create an action plan for the city in partnership with the Council family and industry partners.

Sport and Physical Activity Strategy

Over the next 12 months Glasgow Life will develop a new Sport and Physical Activity Strategy for Glasgow, working with a mix of partners and key stakeholders from across the city.



Glasgow has been named as European Capital of Sport 2023, the second time the city has won the award (the first was 2003). This year we will celebrate two decades of success, development and investment, including the contribution made by coaches and volunteers during a time when Glasgow established its place among the world's top sporting cities.

This fantastic accolade to the city, along with hosting the biggest cycling event ever to be held globally, will be the catalyst for a new Sport and Physical Activity Strategy for Glasgow.

Helping the citizens of Glasgow to lead healthy, active lives is priority for us. This new strategy will set out Glasgow's unifying vision and direction for achieving greater participation and enjoyment in sport and physical activity and the many wellbeing benefits it brings.

In developing the strategy it is important that it reflects and connects to city and national priorities where partners, and the services they offer, can have significant impact. The strategy will be accompanied by a detailed action plan that will be

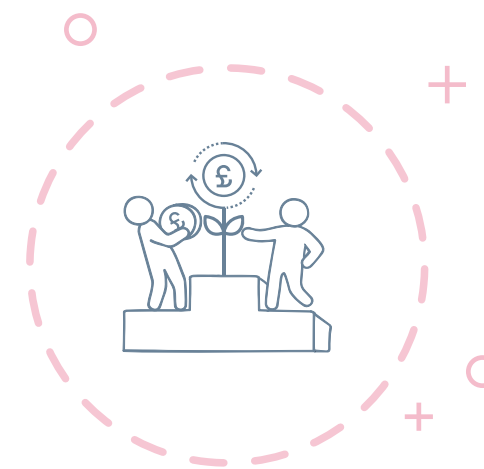
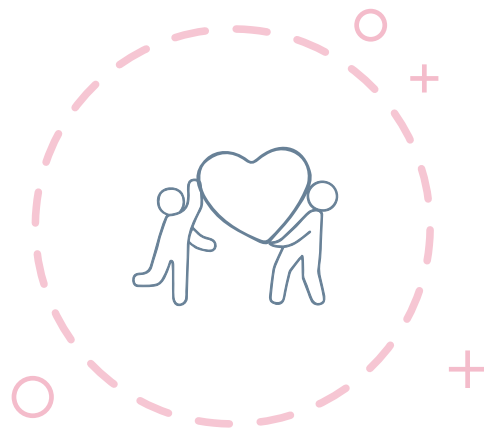
developed in consultation with stakeholders, partners, and local communities.

Glasgow's Community Learning and Development Plan

Glasgow Community Learning and Development Strategic Partnership, known as GCLDSP, is the multi-agency group responsible for co-producing the city's three-year Community Learning and Development Plan 2021-2024, and overseeing its implementation.

Glasgow Life chairs the CLD partnership and with our partners we will continue to deliver the outcomes and ambitions detailed in the plan through the following themes: Community Based Adult Learning, Working with Young People, Children and Families, Community Development and Digital Participation and Inclusion.

Strategic priorities



Last year we published four strategic priorities which inform how we plan our resources to deliver our ambitions and achieve our mission.

We will continue to embed these strategic priorities in the short and long-term goals of all service areas within Glasgow Life. This will ensure their contribution to economic prosperity, and the social and cultural life in Glasgow is recognised and valued by demonstrating our impact.

We will advance culture and sport in the city by:

- Improving the quality and access to our core services, specialised programmes and events, to enable all of those who live in and visit Glasgow to experience the life-changing benefits of participating in culture and sport.
- Utilising our strategic leadership role and partnerships to build on Glasgow's legacy of using culture and sport as a driver for regeneration, and to contribute to Glasgow being a great place to live, work and visit.

We will improve the physical and mental wellbeing of local communities through our partnerships and the delivery of cultural and sporting activity to:

- Mitigate against health inequality.
- Address specific impacts known to have the most significant impact on health and wellbeing:
 - > Reduce loneliness and isolation
 - > Improve health and wellbeing
 - > Increase literacy and language skills
 - > Empower communities

We will re-invest income to achieve our vision to:

- Maximise income through commercial operations and external funding opportunities.
- Identify and prioritise opportunities to generate new income streams.
- Support the establishment of a long-term financially sustainable business model for Glasgow Life.

We will support the vibrant city economy by:

- Leading on the delivery, promotion, and advocacy of the cultural, sporting and events sectors in Glasgow.
- Positioning Glasgow as a leading visitor destination generating economic benefit to Glasgow and the city region

We will monitor progress against these four strategic priorities through a range of economic and social measures using a range of quantitative and qualitative key performance indicators. We will publish our results in our Annual Performance Review and communicate them to all our stakeholders.

Key deliverables

People Strategy

As we continue to recover from the global pandemic, the future success of Glasgow Life will be a reflection of the colleagues who deliver the diverse range of services in the city and contribute to fulfilling Glasgow Life's vision, mission and purpose.

Some of the key elements of our People Strategy are in response to the environment most organisations face as they continue to recover. To deliver on outcomes and support workforce change we will develop our attraction and recruitment strategy, developing solutions to support challenges around recruitment of key posts and different working patterns. We will focus our offer as an employer in a competitive environment and the retention of talent.

We will focus on delivering change through effective

workforce planning, working to ensure our managers and staff are engaged and supported with clear and consistent communication, with the ambition that we work differently to deliver our priorities in a way that is financially sustainable.

Key to the success of the charity is motivating and engaging our talent across the service areas and we will capture the feedback of colleagues through our annual colleague survey and action plans, and focus our learning and development programmes and corporate induction to ensure we maximise the capability and performance of our teams.

We will continue our wellbeing support for colleagues through Employee Assistance and Occupational Health and implementing a plan of wellbeing activities.

We will continue to encourage greater equality, diversity and inclusion 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.



Equality, Diversity and Inclusion

Glasgow is Scotland's most diverse city.

Inequalities between and amongst local neighbourhoods are also marked and have, in many cases, been exacerbated by the global pandemic.

Glasgow Life is a significant employer and procures a wide range of goods and services.

Culture, sport and learning venues, programmes and activities enable people from a wide variety of backgrounds with different lived experiences to come together.

As a charity we are committed to the principles of diversity, equality of opportunity and inclusion. This year we will publish a five-year Equalities, Diversity and Inclusion Action Plan that will focus on using a mainstreaming approach to:

- improve workforce diversity via positive action interventions
- better understand equality, diversity and inclusion outcomes enabled by our services
- co-produce, design and deliver Glasgow Life services in partnership with under-represented communities and groups
- improve the experience and welcome for under-represented communities and groups across our venues and services

We are currently undertaking a range of development activities to deliver on existing commitments, particularly in relation to the equality outcomes we deliver on behalf of Glasgow City Council.

We will report the progress of our Equalities, Diversity and Inclusion Action Plan to the Equalities, Diversity and Inclusion sub-committee of the Glasgow Life Board and publish our results in our Annual Performance Report.



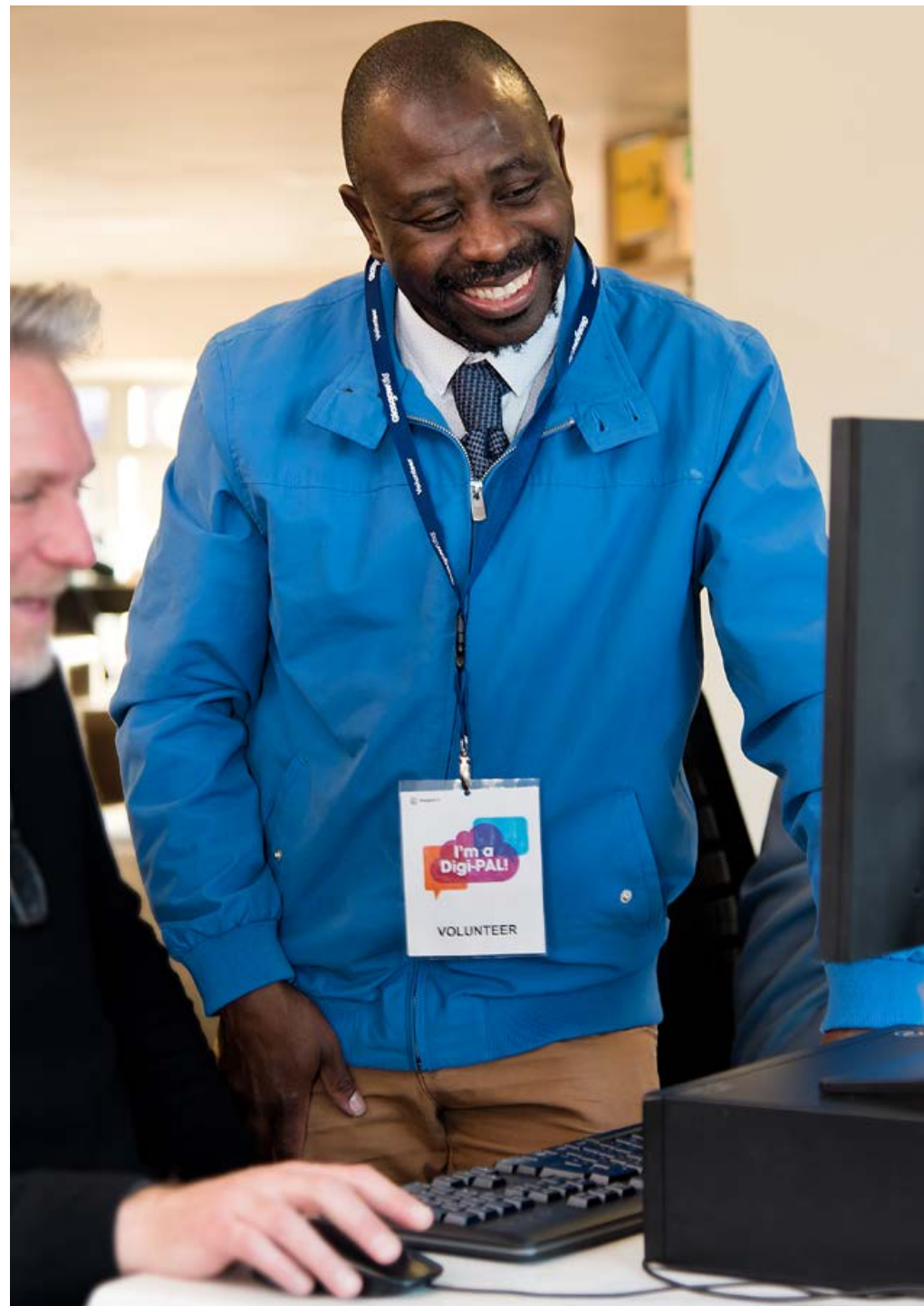
Volunteering

Providing diverse, accessible and enjoyable volunteering opportunities is a priority for Glasgow Life.

As a charity we work with key stakeholders across the city to engage with thousands of volunteers of all ages and abilities to support the advancement of culture and sport in the city.

Our volunteers donate their valuable time, skills and expertise to enhance our customer and visitor experiences by supporting activities in our museums, art and music venues, libraries, community and sport facilities, as well as local and city-wide events .

Following consultation we will be refreshing our Volunteering Policy and developing the first Glasgow Life Volunteering Strategy; a plan detailing how we engage with volunteers and improve our offer so it



continues to be accessible to all, reflecting our own ambitions and mirroring those outlined in the National Volunteering Framework and Action Plan.

Recognising the negative impact of the cost of living crisis on people's ability to

volunteer, we will provide practical and emotional support for our volunteers. We will continue to invest in, and support, Volunteer Managers, offering a menu of training and development opportunities, improved communication and forums for sharing best practice.

Legacies of Slavery and Empire

Glasgow City Council is taking steps to appropriately address Glasgow's legacy of slavery and colonialism based on the principles of restorative justice through its Slavery Legacy Working Group. Glasgow Life, as the charity with responsibility for managing the city's museums, is reassessing the impact of the slavery and colonial legacy in its collections.

The legacy of the extraordinary wealth that Glasgow accumulated on the back of enslaved labour is woven into the city's physical environment and material culture. Many objects and documents in Glasgow Museums' collection, the City Archives and Special Collections testify in one way or another to this grim part of our collective heritage. Glasgow Life, through our Legacies of Slavery and Empire project, is committed to telling the story of the

impact the transatlantic trade in enslaved Africans and the British Empire has had on Glasgow.

We have introduced new interpretation labels in Kelvingrove Art Gallery and Museum, with the intention of revealing more to visitors about the history of some objects on display. In the coming year we will expand

this with a new display that will explore in greater detail the legacies of slavery and empire in Glasgow.

We are working with Our Shared Cultural Heritage Changemakers, the Coalition for Racial Equality and Rights, and Strathclyde University's EDI in Scottish Heritage Project to develop this project.



Capital programme

Glasgow Life continues to progress significant capital investment across the estate, with a range of projects being carefully considered to maximise the return across local community, cultural and sporting infrastructure.

Recognising the global market conditions that are affecting the delivery of capital programmes, investment is aligned to projects which strengthen and protect Glasgow Life's service delivery and income generation, bringing sustainable solutions to protect the ageing estates fabric condition and reducing operating costs.

The recently announced £15.68 million of Glasgow's Community Growth funding will facilitate the much-needed delivery of a new community hub comprising of community, library and sports facilities at James Lindsay Park in Baillieston.

Over the coming year, an externally supported funding package is being developed which will secure investment in the People's Palace Winter Gardens; this is enhanced by £2.9 million of committed funding from Glasgow City Council.

Investment across our heritage estate continues with significant works underway at the Category A Listed Elderpark Library and a full refresh of Langside Library (Category B) is planned.

Provands Lordship, built in 1471, and Gallery of Modern Art, which opened in 1996 and was originally the townhouse of a wealthy Glasgow Tobacco Lord who built it in 1778, will benefit from fabric and services upgrades

The Glasgow Royal Concert Hall will reopen to the



public in April 2023 after a full internal refresh throughout the main auditorium. Glasgow Life continues to input to a coordinated Glasgow City Council working group ensuring the proposed major capital redevelopment of the Buchanan Galleries protect the long-term operational future of the Glasgow Royal Concert Hall which will be at the heart of the £850 million plan for the development of a mixed-use neighbourhood.



Given the scale and complexity of some of the proposed capital investments within Glasgow Life's property portfolio, projects including the Mitchell Library, Bellahouston Leisure Centre and Kelvin Hall will benefit from available funding to further progress the development of strategic masterplans.

Sustainable and responsible

Earlier this year we published Glasgow Life's Environmental and Sustainability Policy. We recognise that our vision, mission and purpose are only meaningful if they are delivered sustainably.

We have committed to increase our efforts to coordinate and integrate environmental and sustainability factors across all operational and strategic policies and ensure these are deeply embedded in our organisational culture.

As we review and refresh the city strategies listed on pages 16–19 we will ensure environmental and sustainability impacts are considered, and we will continue to ensure all Glasgow Life strategies address these factors, specifically:

- Glasgow Life Procurement Strategy

- Glasgow Life Energy Plan
- Glasgow Life Ethical Fundraising Policy
- Glasgow Life Travel Policy

Over the next two years we will focus on factors within our control, working in partnership with environmental and sustainability organisations and specialists while seeking to influence others.

We will continue to align our efforts with the city's Climate Action Plan, working in collaboration with Glasgow City Council.

Our priority for the year ahead is to develop an action plan using the United Nations Sustainable Development Goals and measurement of direct and indirect emissions using the Greenhouse Gas Protocol or other appropriate measures.



Digital

Digital remains a key priority for Glasgow Life. A digital transformation project began in 2022 to embed digital thinking into the heart of our operations. Our aim is to rationalise consumer communications, improve our internal practices and introduce supporting technology.

In 2022 we began to simplify our web platforms, consolidating development around a common technical

approach and components library. This has started to deliver benefits including increased website flexibility, reduced costs, a consistent user experience, and improved presence on search engines. We will complete this work in the year ahead, simplifying our digital estate and removing a number of legacy risks.

Our digital projects for 2023 include developing a new website for our Glasgow Club gyms and creating an

integrated ticket buying experience for our full portfolio of gigs and events. These will integrate closely with our MRM and Tessitura booking systems respectively, creating a better experience for customers and allowing us to more accurately measure marketing return on investment.

We will also rationalise our presence on social media platforms, making it easier for customers to find relevant information about our charity.



UCI Cycling World Championships

The world's biggest ever cycling event is coming to Glasgow from 3-13 August 2023 with over 8,000 athletes representing 120 countries with Glasgow hosting eight of the 13 world championships.

Glasgow Life will deliver the 2023 UCI Cycling World Championships in the city, as well as the national volunteer programme on behalf of UCI Cycling World Championships Ltd. We have a proven track record of delivering world events and a tried and tested model of combining cultural programming within major sporting championships.

We will build on the hugely successful GO LIVE! concept which is dedicated to celebrating and promoting healthy and active lifestyles. Working with partners to programme activity across the city's 23 wards with key

live event sites in the north east, north west and south of the city, we will provide citizens with a must-visit experience in the heart of their communities.

Our cultural programme will focus on locally based arts programmes and cultural collaborations with the city's events and festivals. There will be a range of community led events to deliver programmes and projects focussed on removing barriers to participation, offering opportunities to all.

Go Glasgow Cycle is the legacy of the event to the city. To date 29 community groups have received a share of more than £160,000 towards new and enhanced cycling initiatives. The awards will support community groups to create and develop accessible and sustainable cycling projects.

Priority has been given to groups working with young people, women, people with disabilities, low-income families and ethnic minorities.

The Volunteer Programme is well underway with around 4,000 volunteers currently being offered experiences across 17 venues over 22 days. The aim of the programme is to introduce new audiences to the benefits of volunteering, to be accessible and inclusive and champion the power of the bike.

Governance

Glasgow Life operates within a clear governance framework which includes:

Role of the Board

The Glasgow Life Board is made up of six Independent Directors, five Partner Directors (Councillors) and our Chief Executive. Its role is to set the strategic direction in achieving Glasgow Life's objectives and 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.

Please refer to Appendix 2

for more information about the Glasgow Life Board governance structure.

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 must provide public benefit.

Monitoring our performance



Glasgow Life's annual planning and reporting cycle ensures we report to all our stakeholders timeously and transparently.

We report organisational performance on an ongoing basis to the Glasgow Life Board.

We report operational performance to Glasgow City Council's Operational

Performance Delivery Scrutiny Committee on an annual basis.

Where required additional reports and updates are presented to relevant Glasgow City Council committees for information or approval in line with the Council's committee cycle.

We report performance of our Business Plan, and the impact of all that we do, in the Glasgow Life Annual Review which is published every year in September and issued to all stakeholders.

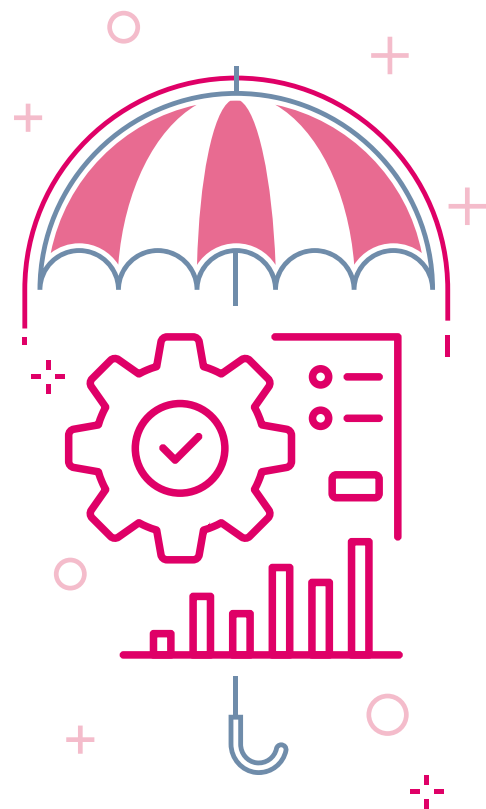
We report our contribution to Glasgow City Council's Strategic Plan biannually, including as part of Glasgow City Council's Annual Performance Report.

Internally, we monitor and scrutinise performance of all our service areas every financial period.



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 and 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, and
- protect the integrity of Glasgow Life's services; its corporate governance framework and its reputation.



Appendix 1

Glasgow's City Council's Strategic Plan 2022-27

Grand Challenges



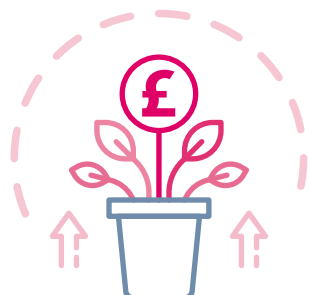
Reduce poverty and inequality in our communities



Fight the climate emergency in a just transition to a net zero Glasgow



Enable staff to deliver essential services in a sustainable, innovative and efficient way for our communities



Support the growth of an innovative, resilient and net zero carbon economy

Glasgow Life Missions

Support Glasgow to be a city that is active and culturally vibrant

Increase opportunity and prosperity for all our citizens

Glasgow Life Commitments

Continue to re-open agreed council-owned venues.	Deliver the Glasgow Tourism and Visitor Plan to deliver significant targeted visitor spend to the economy
Support the Working Group for Repatriation and Spoliation which will continue to consider repatriating items in the Glasgow collection	Protect, diversify and enhance Glasgow's museums, recognising their national importance whilst protecting free entry for city residents and exploring alternative funding models
Consider updated ways of funding cultural organisations in the city and promote fair pay for cultural freelancers.	Support the development of Glasgow's Cultural Strategy
Protect the vital role of libraries, involving local communities and campaigners in the future Vision for Glasgow Libraries, including exploring the potential for council libraries to become 'repair and reuse hubs', and 'libraries of things' and, and explore the feasibility for secondary school libraries to be accessible by the public.	Introduce community referrals to encourage wider participation in sport, culture and physical activity programmes and improve collaboration within the health and wellbeing sector
Continue to promote Glasgow as a world-leading events destination. Develop a new Events Strategy which considers impact on parks, the community and public spaces and provision of free transport within costs of event ticket	Explore options for a free sports programme for under 16s
Secure investment for the People's Palace and Winter Gardens	Maximise the impact of the 2023 UCI Cycling World Championships, and Glasgow's year as European Capital of Sport, by increasing participation in sport for marginalised groups, and assessing provision of indoor and outdoor sports facilities, considering how gaps could be filled

with partners

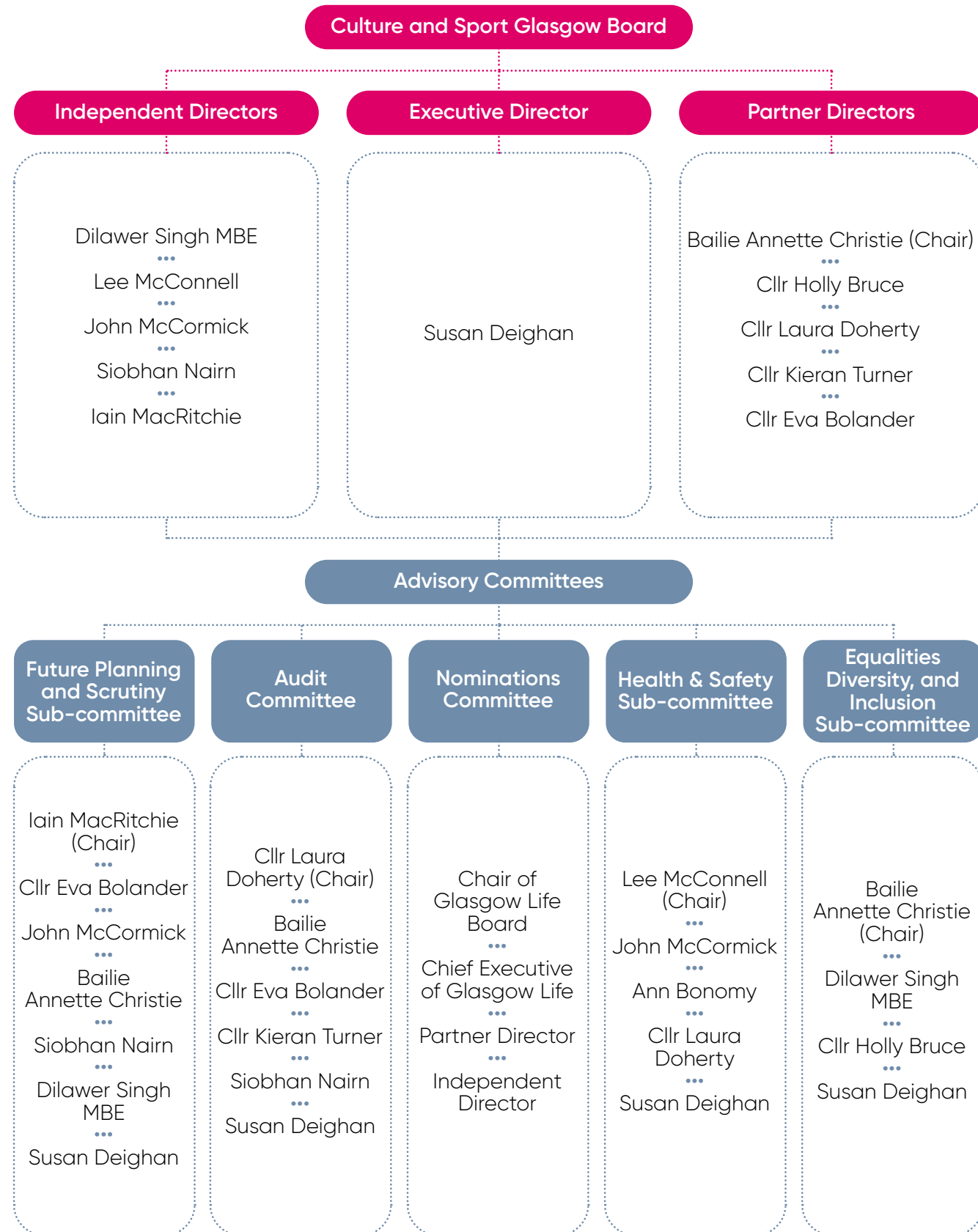
Celebrate Glasgow's 850th birthday in 2025.

Celebrate the culture and heritage of and protect the rights of Roma and Gypsy/Traveller communities in Glasgow.

Agree and implement the Plana Gàidhlig 2023-2028.

Appendix 2

Glasgow Life Board



Everyone deserves 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

Web www.glasgowlife.org.uk

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

