



Annual Review 2019/20

**PEOPLE
MAKE
GLASGOW**



Get the most out of
GlasgowLife™

Glasgow Life is a Scottish Charity (No. SC037844),
regulated by the Scottish Charity Regulator (OSCR).

Glasgow Life 2019/20



Our Year

18.2m

attendances at facilities, events and festivals delivered by Glasgow Life.



70,300

visits across the Glasgow Sport Holiday Programme and at physical activity sessions delivered in the community.

Welcome from our Chair



This may well be the most important annual review Glasgow Life has ever produced.

It represents, for the most part, a time before Covid-19 and so it shows more clearly than ever how important our services are.

During the preparation of this document we have experienced a lockdown of the city. This has shown everyone what life is like without access to the art we love, the culture which gives lives meaning, the sport which keeps our minds and bodies fit and the learning which helps us grow.

It is in this context that the story of our year becomes more poignant; not as a comparison to previous years but with the knowledge of what is set to affect us all in its aftermath.

The Glasgow Life Annual Review will show you exactly how we do this. It demonstrates the exceptional quality of the services we provide, as well as the number of people we reach.

Above all it is the story of 12 months' dedication and determination to work on behalf of Glasgow to make life better for everyone.

The work you see here is only possible through the extraordinary generosity of all who help to fund our work through grants, sponsorship partnerships and donations. Thank you to all of them.

But we need more, and now more than ever. We need your help too. Please make giving to Glasgow Life something you do regularly. It may be financially or through volunteering.

Everybody deserves a great Glasgow Life and every pound you donate, every hour you give will help us create a better, shared future. Thank you.

Councillor David McDonald
Chair, Glasgow Life

A message from our Chief Executive



Glasgow Life is the charity people in Glasgow engage with most often in their daily lives.

18.2 million visits and uses were recorded of our services last year. This puts us at the heart of all Glasgow's communities, playing a huge role in inspiring people's lives through culture, sport and learning, as well as bringing vibrancy to the city to make Glasgow and Scotland a visitor destination.

We are a charity like no other. We engage with people from every walk of life, every part of the world and from every conceivable background and community.

At the heart of our work is a mission to make Glasgow a brilliant place to live, work and visit for everyone through culture, learning and sport.

Our unique position in the city means we talk to people who live just round the corner. We engage with them as part of their everyday routine.

Our work has given Glasgow incredible local engagement rates in concert halls, museums, libraries, community centres and sports facilities. We also talk to people across the world. Our events and productions have international standing and impact.

It is our ambition to enable everyone to share a better, brighter future, full of chances to appreciate and enjoy art and music, to learn, or to play sport. These are the things we value and deliver every day. They are the reason Glasgow Life exists. The pages which follow show the range and breadth of these wonderful services.

The financial year ended with a lockdown of our services. None of us know how our work will need to adapt in the years to come. However I am sure that the hard work and dedication of our most important asset, our staff, will help Glasgow Life find the resilience to meet the challenges ahead, and I would personally like to thank every one of them.

Dr Bridget McConnell CBE
Chief Executive, Glasgow Life



**Everyone in our city
deserves a great
Glasgow life**

Highlights of the year

April Business and Intellectual Property Centre

Scotland's first Business and Intellectual Property Centre launched in the Mitchell Library, with Glasgow Life delivering in partnership with the British Library, National Library of Scotland and Santander. Glasgow's Centre offers local businesses and entrepreneurs access to intellectual property and business information, workshops, one-to-one advice sessions and inspiring events.



July Linda McCartney Retrospective

The extremely popular Linda McCartney Retrospective photography exhibition at Kelvingrove Art Gallery & Museum, curated by Paul, Mary and Stella McCartney, attracted over 60,000 visitors during its six month-run.



October Dance International Glasgow (DIG)

The city's biennial festival returned with a challenging programme that included a clutch of new commissions featuring a diverse mix of established and rising talent. Some 26 works from five continents were presented along with new works commissioned by Tramway. The programme also included several Scottish and UK premieres.



November European Capital of Sport in 2023

Glasgow succeeded in its bid to be named the European Capital of Sport in 2023. The announcement marks the first time any city has won the coveted title twice – 2023 will mark 20 years since Glasgow first gained the accolade in 2003.

World's Leading Festival and Event Destination

Glasgow was awarded the accolade of World's Leading Festival and Event destination 2019 at the 26th annual World Travel Awards.

December Creative Communities: Artists in Residence

This programme saw artists residencies delivered in all 23 wards of Glasgow. It offered around 700 creative consultation activities and attracted nearly 16,000 engagements city-wide.



LEN European Short Course Swimming Championships

Tollcross International Swimming Centre saw ten sessions of action-packed sport over five days of intense competition as some of the best swimmers in the world competed for European titles.

January Introducing Glasgow

The 'Introducing Glasgow' short break Destination campaign to attract 'staycation' visitors from across the north of England featured a new video which achieved over 9 million views.

Partick Library

After being closed for 12 months Partick Library reopened on 2nd December. The iconic building was given a new lease of life after a 1.5 million investment as part of Glasgow City Council's Community Asset Fund. This investment created new facilities for the local community including communal mezzanine and study spaces, an IT training suite and a bright new children's area, which boasts Glasgow Libraries' first sensory nook.

Netherton Community Centre

Delighted community groups were able to enjoy a much-improved community centre, redeveloped as part of Glasgow City Council's Community Asset Fund investment of £10 million into 30 community buildings.

March Glasgow Best UK Convention Bureau

Glasgow was named Best UK Convention Bureau for a record-breaking 14th consecutive year at the 2020 Meeting & Incentive Travel (M&IT) Awards. Glasgow was voted number one ahead of strong competition in a UK-wide poll of conference clients, conducted by conference industry magazine, M&IT.

A large T-Rex skeleton is the central focus, displayed in a museum setting. The skeleton is illuminated with blue and white lights, highlighting its massive size and intricate bone structure. In the foreground, three young children, two girls and one boy, are looking up at the skeleton with expressions of awe and excitement. They are wearing school uniforms. The background is dark, making the skeleton stand out prominently.

Glasgow Museums
and Collections

Connecting people, objects and place

The blockbuster T.Rex In Town exhibition at Kelvin Hall gave visitors a once-in-a-lifetime opportunity to marvel at 'Trix', a 66-million-year-old fossil, the only original skeleton of a T. Rex currently touring anywhere in the world.

World-class attractions

Glasgow Museums and Collections is home to an incredible 6.5 million items, housed in eight world class museums, plus the Glasgow Museums Resource Centre, the Collections Showcase at the Kelvin Hall, and The City Archives and Special Collections based The Mitchell Library.

from outwith Glasgow and 53% from outwith Scotland. Nearly a third of tourists to the city cited 'Museums and Galleries' as their main motivation for visiting Glasgow, and our venues have an economic impact in the region of £47.5million.

Glasgow Museums is a major draw for visitors to the city. In 2019/20 we welcomed a record 4,085,920 visitors to our museum venues, a 7% increase compared to the previous year. Of those visitors, 80% come

Our museums continue to delight and engage local audiences. 59% of Glaswegians visited a Glasgow Museum in 2019, an increase of 6% since 2017. We proudly hold a public satisfaction rating of 97%, the highest of all Glasgow's public services.



Our learning services continue to encourage our visitors to explore, engage, and learn through our museums, with the addition in 2019/20 of a training programme to improve autism awareness in our venues and the launch of our in-demand autism friendly opening hours and events.



Our welcoming and friendly spaces attract visitors from all backgrounds. 28% of our Scottish visitors and 37% of our Glasgow visitors reside within SIMD quintile 1, representing the most deprived areas in Scotland, an overall increase of 6% since 2015-16. 9% of our audiences are from BAME backgrounds, an increase of 2% since 2015-16. When surveyed, 69% of our visitors agreed that their visit to Glasgow Museums made them feel more connected to Glasgow.

23.6%



Increase in visits to Kelvingrove Art Gallery and Museum, which enjoyed a remarkable year, climbing from 33rd to 15th position in the Association of Leading Visitor Attractions most visited attractions in 2019.

Glasgow
Arts and Music

Creating meaning and pleasure

Tramway delivered one of its most ambitious programmes to date. In her first solo exhibition in Scotland, Mexican artist Pia Camil filled its vast main gallery with vivid textile sculptures.

Creative Glasgow



There were 1,110,836 attendances across all Arts and Music venues and cultural festivals



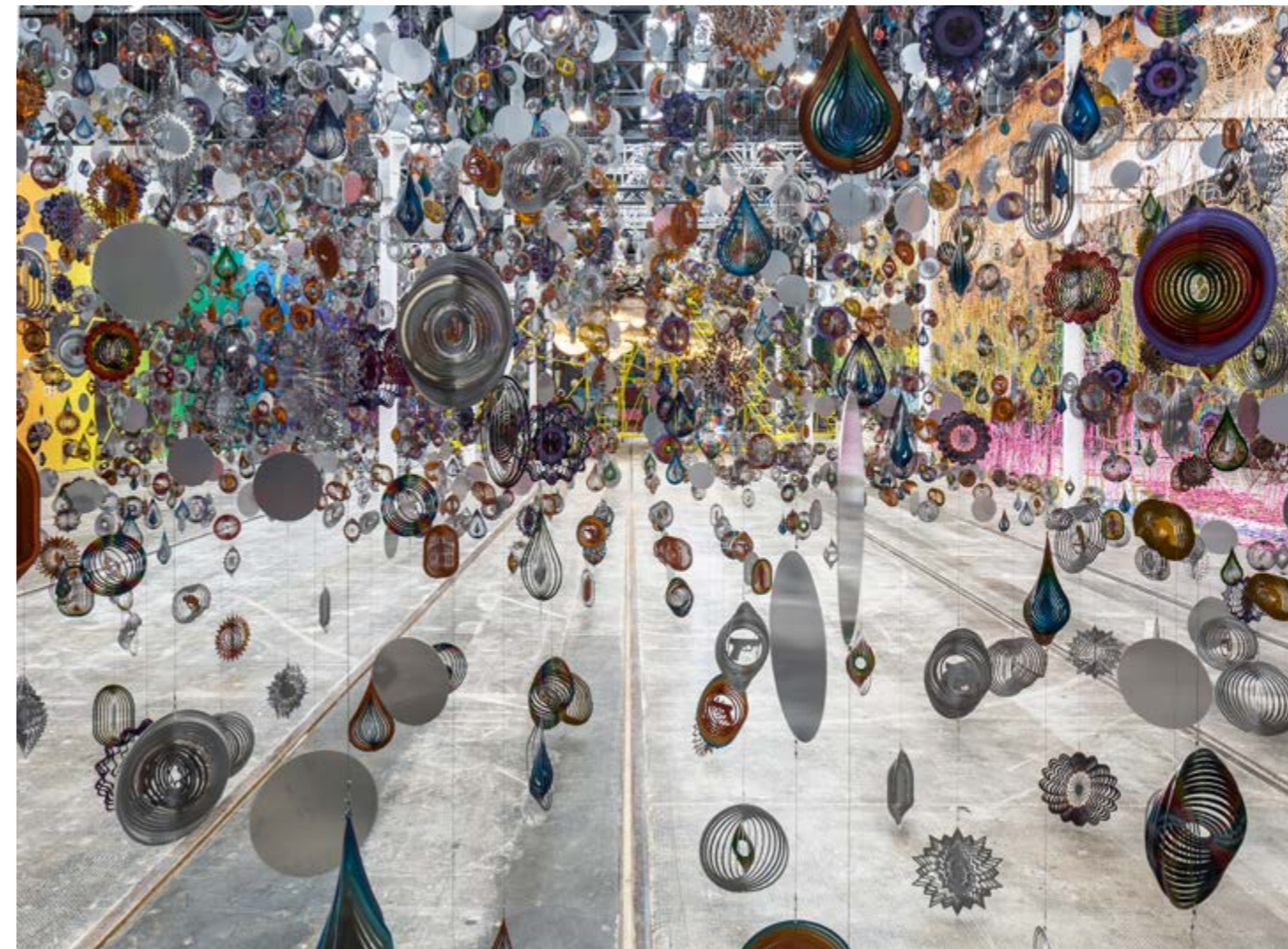
Glasgow Arts, Music and Cultural Venues operates some of Glasgow's best known and loved concert and performance spaces and delivers major events and festivals enhancing Glasgow's international reputation while also delivering locally based cultural programmes.

In 2019/20, the service achieved 1,110,836 attendances including 864,836 at cultural venues and 246,000 at our festivals including Celtic Connections, Glasgow Mela and Merchant City Festival.

Tramway alone welcomed 200,000 visitors. Working with more than 100 sector partners from across 30 countries, the south-side venue presented an outstanding programme while supporting more than 200 artists and 12 festivals.

Our work in local communities was strengthened by the successful completion of Phase 1 of Glasgow's ambitious Creative Communities: Artists in Residence programme.

Our popular community touring pantomime celebrated its 10th anniversary, this year visiting 15 local venues with 21 performances and reaching almost 3,000 people.



Celtic Connections attracted 130,000 attendances with an 18-day programme featuring more than 1,600 artists. New for this year was Coastal Connections: an eco-themed festival-within-a-festival which launched 'Scotland's Year of Coasts and Waters' and featured the spectacular inaugural journey of the 10-metre puppet, Storm.

Another first was achieved by Glasgow Mela, which in 2019 was programmed in partnership with the Scottish-Asian Creative Artists' Network, creating a mainstream platform for Asian artists working in Scotland.



200,000

visitors to Tramway. The arts centre worked with more than 100 partners from 20 countries.

Glasgow
Libraries

Unlocking imagination

Partick Library reopened after being fully refurbished as part of Glasgow City Council's Community Asset Fund investment of £10 million into 30 community buildings.

Connect to the future



Glasgow is home to Scotland's largest public network of library and information services, with 32 community libraries plus the Mitchell Library, 29 school libraries and a 24-hour online library service.

Glasgow Libraries is committed to developing and delivering world-class library, learning and information services for the people of Glasgow, working collaboratively with strategic partners to support citizens' social, cultural and economic needs.



2.4m

Issues, with those from our eOffer at their highest ever level



The service is underpinned by the Vision for Glasgow Libraries. The Vision, developed in consultation with 3,000 residents and industry professionals, articulates how Glasgow Libraries contribute to the city's aspirations; placing venues at the heart of vibrant communities and inspiring a city-wide love of reading, learning and discovery.

2019/20 saw 4.5 million visits to libraries, including 1 million virtual visits, 2.4 million issues, with issues from our eOffer reaching their highest ever level, and 2.5 million usages of PCs and WiFi.

Glasgow Libraries continued to develop partnerships to deliver more co-located services. These included:

- the Money Advice Service generating financial improvements for users
- Universal Credit Hubs helping people apply for and maintain Universal Credit claims and generating £7.9 million in financial gains for them
- the Business and Intellectual Property Centre at the Mitchell Library, offering access to information, workshops and advice
- the continuing Macmillan @ Glasgow Libraries service

4.5m

Visits to Glasgow's libraries, including 1 million virtual visits

Glasgow
Communities

Making neighbourhoods flourish

Netherton Community Centre reopened in January 2020 after extensive works which allowed us to create a new space for hosting a variety of programmes every week for the local community.

Lifelong learning

Glasgow Communities creates opportunities for the people of Glasgow to participate in cultural and sporting activities on their doorstep, whilst supporting their learning aspirations.

Glasgow Communities manages 23 Community Facilities located in the heart of communities across the city. Usage increased in 2019/20 with 1.5 million attendances and 53,000 lets.

The learning aspirations of Glasgow's diverse communities are supported by the Community Learning and Development Plan, which sees Glasgow Life working closely with Education Services to support the city's approach to the Learning Improvement Challenge and leading on the city's Community Learning and Development Strategic Plan for 2018 to 2021.

Glasgow Life's varied learning programme continued to deliver life-changing learning opportunities across the city with continued high levels of participation. There were 5,200 attendances at Adult Learning programmes, including Adult Literacy and Numeracy, 10,700 attendances at English for Speakers of Other Languages, 2,500 at Gaelic Learning and 7,300 at Youth Programming, including the Duke of Edinburgh Award Scheme.



Glasgow Life's volunteering programme offers opportunities to volunteer which are meaningful, build resilient communities and enhance the lives of Glaswegians. Volunteering remains a key focus for Glasgow Life, with 700 volunteers donating 45,000 hours of their time to cultural, sporting and learning programmes.



33,000

Attendances on community learning programmes in 2019/20

1.5m

Attendances at community facilities

A photograph of two children climbing an indoor rock wall. The child on the left is a girl with red hair in a ponytail, wearing a blue shirt and a harness, reaching for a yellow hold. The child on the right is a boy in an orange shirt and a harness, reaching for a red hold. The wall is dark with various colored holds (yellow, purple, red) and is supported by thick vertical pillars in blue, yellow, and red. The background is a light blue wall with some signage.

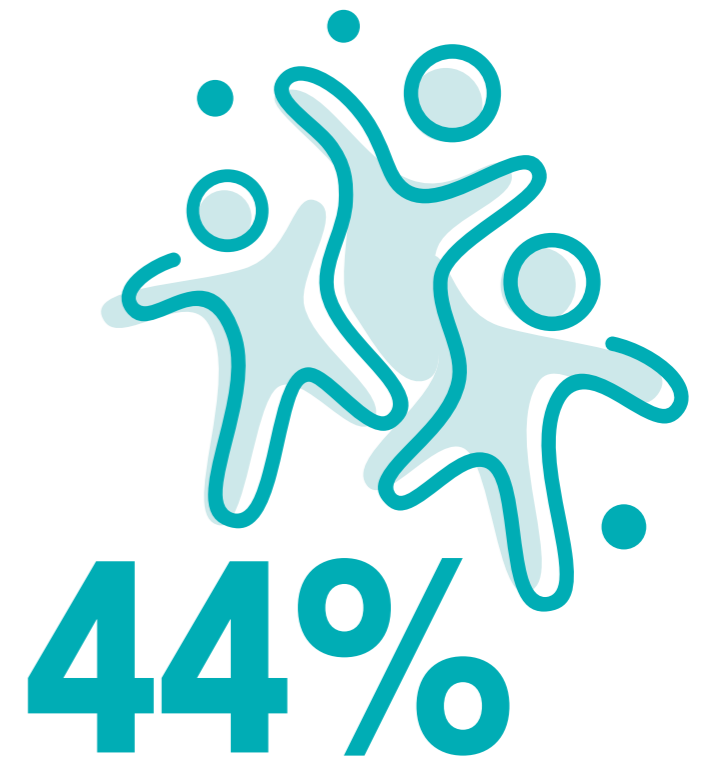
Glasgow
Sports

Inspiring Glasgow to be healthier

The second phase of the redevelopment of Kelvin Hall included the addition of a new soft play and Clip 'n Climb facility, the only one of its kind in the city. The new venue has welcomed over 49,000 visitors, proving hugely popular with families.

Fitness heroes

Glasgow Sport operates the most extensive leisure operation in Scotland with 21 gyms and 12 pools at facilities including the Emirates Arena, Tollcross International Swimming Centre and Kelvin Hall. 2019/20 was a fantastic year for Glasgow Sport, with 6.6 million attendances recorded in sporting facilities, topping 6 million attendances for the eighth successive year. Glasgow Club (Direct Debit) membership ended the year at a record high of 48,600, an increase of 6.8% compared to last year.



increase year on year in FitClub junior memberships, designed for 12 and 13 year olds



We continue to support, in partnership with sportscotland, 19 Community Sport Hubs (CSH) across the city with over 10,000 members. This year Glasgow Sport launched the CSH Changing Lives Through Active Communities 2019-23 Strategy which complements the CSH model and brings together key partners to help Glasgow citizens get more active, more often.

The city-wide 'Learn to Swim' programme has continued to grow with 7,300 individuals learning a core life skill, increasing activity and introducing habits that may last a lifetime. In 2019/20 our swim coaches have delivered over 330,000 learn to swim sessions.

Glasgow Sport also supports in excess of 3,700 volunteers involved in sport clubs, schools, community and local, national and international events across the city.

4,900 children and 6,400 adults benefitted from disability sport opportunities, and over 12,700 people have accessed a range of Glasgow Club concession memberships.



Glasgow
Events

Sharing unforgettable
moments

Glasgow was named Top Festival and
Event Destination in 2019 by the World
Travel Awards.

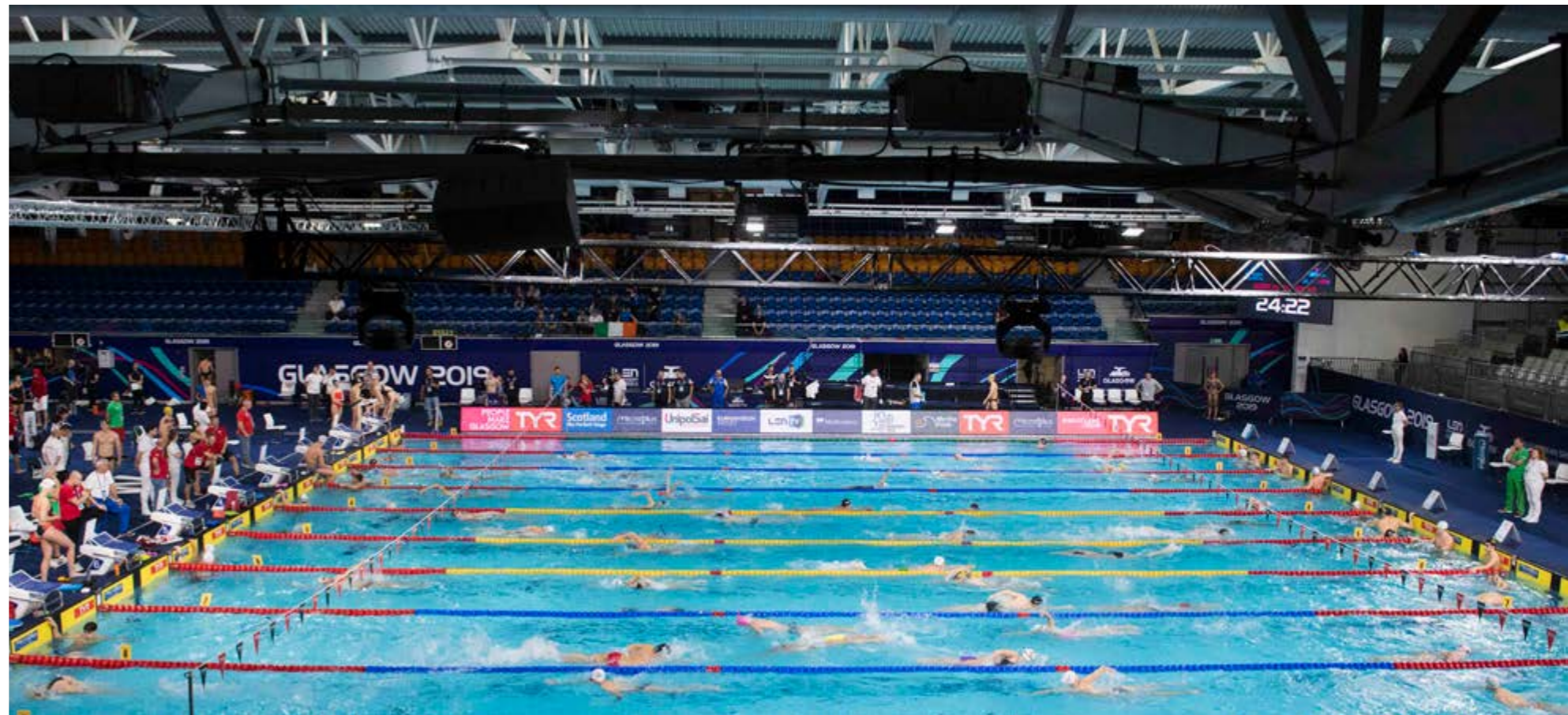
Top cultural & creative city

The Glasgow Events team led the delivery of Glasgow's Events Strategy, working in partnership with a number of organisations to deliver the majority of the city's sporting and cultural events.

Highlights of the year include hosting the Royal National Mod for the first time in 29 years, the inaugural Women's Tour of Scotland cycling event, the Guinness Pro 14 rugby final

and the 20th edition of the LEN European Short Course Swimming Championships.

Our incredible portfolio of events also includes Glasgow Mela, the Merchant City Festival, the World Pipe Band Championships, Piping Live!, the Glasgow Film Festival and many more. These events contribute to the vibrancy of the city and provide opportunities for both citizens and visitors to enjoy world class events.



Glasgow is ranked fifth in the list of the world's Ultimate Sports Cities and demonstrated its credentials once again when it hosted the opening stage of the 2019 OVO Energy Tour of Britain; the mass participation cycling event HSBC Let's Ride; the Murray Trophy Glasgow; the Great Scottish Run with 33,000 athletes taking part; the Tissot UCI Track Cycling World Cup and the Müller Indoor Grand Prix.

Key civic events included the annual fireworks display at Glasgow Green which attracted 50,000 people and the Christmas Lights Switch On which 13,500 people attended.



Events managed, supported or delivered by Glasgow Life achieved attendances of over 555,000 and generated an estimated economic benefit for Glasgow of

£26.5m

Destination Glasgow

Bringing people to Glasgow

ROGUE ONER

Video content showcasing the breadth of Glasgow's unique appeal achieved over 9 million views on TV and digital channels.

Vibrant city

Glasgow Life's Destination Marketing Team is responsible for day visitor, UK short break and international marketing communications activity; carrier, travel trade and intermediary engagement as well as creative PR focusing on people, product and place.

In 2019, Glasgow welcomed 2.5 million domestic and international visitors, generating £774 million for the city's economy. This represents an 8% increase in trips and a 17% increase in spend year-on-year.

As part of this year's activity we have worked with Expedia on consumer campaigns in the USA and Canada, as well as collaborating with Avanti West Coast and Stena Line to develop day trip tickets and promotions to drive visits from the North of England and Belfast.

A highly targeted short break campaign via TV on Demand and digital channels ran in Liverpool, to coincide with the Charles Rennie Mackintosh exhibition at the city's Walker Art Gallery, while also warming up the market in advance of the new TransPennine Express direct rail service from Liverpool to Glasgow.

The campaign exceeded all targets, achieving 315,000 TV impressions and 1.1 million social media video views. On-territory media and influencer networking events took place in Paris, Berlin, Hamburg and Tokyo with the latter planned to coincide with the Burrell touring exhibition in Japan.

A Taste of Glasgow press trip for UK and German food writers was coordinated and a collaboration took place with the Austrian National Tourism Office in Sydney on a joint visit for Australian media to Glasgow and Vienna.



A new travel trade strategy was devised in consultation with VisitScotland and Scottish Enterprise to ensure more effective working with tour operators, online travel agencies and other intermediaries. The redevelopment of the Glasgow Tourism and Visitor Plan website was also progressed.

The annual Glasgow Loves Christmas marketing campaign highlighted the great range of seasonal events, shopping, and wining & dining throughout the city to drive additional footfall and associated economic impact in the city centre.

Overall, spending by international tourists to Glasgow in 2019 rose to £381 million - its highest level on record.

The team also developed a digital content strategy, which included a new photography commission, suite of vibrant destination films and a programme of inspirational and thematic content, supporting the themes of heritage, contemporary art, music and Charles Rennie Mackintosh, as identified in the Glasgow Tourism and Visitor Plan.



Over 26 million impressions delivered across People Make Glasgow Facebook, Twitter and Instagram





**Glasgow
Convention Bureau**

Making business connections

In 2019, Glasgow Convention Bureau launched the People Make Glasgow Healthier Campaign, recognising the legacy benefits for the citizens of Glasgow from hosting major medical meetings with serious public health messages at their heart. The initiative won the prestigious Chairman's Award at the Association of British Professional Conference Organisers (ABPCO) Annual Excellence Awards.

Meeting with excellence

Glasgow Convention Bureau is Glasgow Life's business tourism team with responsibility for positioning the city as a major UK and global conference destination.

The team manages a range of activity including sourcing conference accommodation, researching, attracting and supporting conferences of all sizes to host successful meetings in our city.

Working with city partners during 2019/20, Glasgow Convention Bureau won 460 new conferences through to 2025, equating to £136 million in local economic benefit through delegate spend.

Glasgow welcomes more international delegates than any other UK city outside London and is ranked 24th in the world for the number of international delegates hosted.



In 2019 Glasgow attracted over 34,600 delegates to attend a record breaking 59 international association meetings including the Institute of Electronic & Electrical Engineers (IEEE) Conference, which celebrated the 30th anniversary of its first meeting in the city.

Over 40 IEEE conferences have convened in Glasgow since 1989, in large part due to the

active support of the Glasgow Conference Ambassadors from the city's universities bidding to host these prestigious meetings in our city.

To commemorate this significant achievement, the Convention Bureau commissioned the IEEE Glasgow tartan, which was launched to the international association's members around the world.

In 2019/20 Glasgow hosted 410 conferences, attracting 138,000 delegates, boosting the local economy by

£140m

Case Studies



Making an impact

We can do so much more with the support of our donors, funders and sponsors.

Riverside's going green

To mark the 200th anniversary of the death of innovator, James Watt (1736-1819), Riverside Museum's new display 'Going Green – The Drive for Energy Efficiency' considers Watt's pioneering spirit and his legacy in a modern-day context, where the desire to be increasingly energy efficient to combat climate change is ever-present. It connects today's global pressing need for renewable energies and inventions to reduce our reliance on finite fuels, with James Watt's inventions which helped save fuel. Creating new exhibits like this in our museums is a significant undertaking and we are delighted that world leading modular, mobile power supplier Aggreko, is our main partner for this exhibition. Aggreko not only shares Watt's dedication to efficiency they also share Glasgow Life's mission to help inspire young minds. Riverside's learning curators were pleased to welcome the Aggreko apprentice team to explore how public displays can help everyone see things through a different lens.

Inspired by inventions of the past to stimulate innovations for a greener future.

Scottish engineer, James Watt, invented the 'separate condenser' which adapted technology to radically reduce the amount of coal required to drive a steam engine. He received a patent in 1769 which is regarded as one of the most significant ever granted in the UK as his ingenuity helped shape our modern industrial world. 'Going Green' considers how revolutionary changes in technology, particularly in transport, including the development of more environmentally friendly vehicles, can reduce emissions and assist in tackling climate change.

The display presents the use of different power sources, from coal and quartz to wind and water, and the ability to consume less of one by using more of another. On show is Tesla Model S P85+, a ground-breaking car which represents a new dawn in electric vehicle development. This was a generous gift to the city's collections by Chris Clarkson. A rare Honda Insight Mk1 from 2000, a hybrid car which combines a conventional petrol engine with an electric motor, was another great donation, this time from Charles Collins.



It is our ambition through this display, along with the many activities, workshops and events which relate to it, to challenge the thousands of visitors to Riverside Museum to consider what it takes to make a fundamental difference to the future of our planet. Riverside Museum uses the city's renowned Transport and Travel collection to tell important stories, such as the dangers of climate change and the

positive impact we can have if we want to prevent it. This display is also a wonderful demonstration of our commitment to contemporary collecting.

Celtic Rovers



The generosity of our Celtic Rovers and our supporters and donors helped to bring live traditional music to more young people than ever before.



Celtic Connections' education programme stirs the imagination of children and young adults across the city and beyond. For many taking part, family circumstances or geography may mean they have never witnessed live music nor traditional Scottish music. Every year schools from across the country are invited to enjoy free concerts during the now world-famous Celtic Connections festival. In 2020 we welcomed over 4,000 young people to the Royal Concert Hall where they could enjoy special live sessions from some of the top performers. In addition to these concerts, the education programme includes a series of free taster workshops run in schools with professional Celtic musicians. These workshops introduce children and young people to a variety of traditional instruments, such as tin whistle, bodhran, fiddle and clarsach, as well as Scots song, storytelling and Scots and Irish stepdance.



"What's even better about being a Celtic Rover is that it not only lets you have a fabulous, fantastic, fun time but it also supports the Celtic Connections education programme, which means that young people get the chance to share in a whole range of amazing performances from musicians from all over the world."

- Lilian, Celtic Rover

We were proud and delighted this year to see a former participant of the education programme take to the stage as a festival performer. He is only too happy to admit that it was thanks to the amazing buzz he got from seeing a Celtic Connections concert with his school mates that he found his passion for music which led to him pursuing a career in traditional music.

The programme is only made possible thanks to the generosity of our Celtic Rovers whose membership helps to pay for specialist music tutors and technicians. We were also grateful to ticket buyers who kindly added a donation and gift aid to their purchase. It allowed us to run more sessions than we have ever done before. Together you are all helping to inspire new generations through the joy of live traditional music from Scotland and around the world.

Thank you.

Glasgow code learning programme

Coding has progressed from being a hobby to becoming a critical career skill. Thanks to support from the J.P. Morgan Chase Foundation, over 557 people have benefited from our free coding courses.



Julie joined Glasgow Life's Code Learning intermediate course as a stepping stone to getting back into engineering. She was able to attend drop in sessions at the Mitchell Library and Pollok Library whilst completing the coursework online in her own time. Through this course, Julie also found out about Digi-PALS, another drop in service where friendly Glasgow Life volunteers support people with digital and online activities. She jumped at the chance to get involved:

"It has been such a rewarding experience and great to use my general digital skills in a positive way. One day when I was volunteering as a Digi-PAL I was able to help a refugee with enrolment forms for her children's school. I'm so proud that I was able to be involved in something like this."



Glasgow Life's Code Learning offers free, accessible, and accredited digital skills courses which are delivered in partnership with Glasgow Kelvin College and Glasgow Clyde College. The courses are split into three levels to suit all needs. We want to be able to support those furthest from the job market to develop in-demand digital skills, as well as to give a helping hand to those looking to progress in their careers.

So far 337 learners have enrolled in the entry level course, including Anne Marie who had worked for the NHS for 25 years. She left her role for mental health reasons, and turned to our Code Learning to develop new skills:

"After a break to recover, I applied to take an online Mental Health Awareness course but my digital skills were limited. I completed the Code Learning: Digital course. Not only can I start my Mental Health Awareness course with confidence, I have discovered how to feel safer travelling on public transport. Checking times online avoids long waits outside which makes me feel anxious."

This programme was made possible thanks to a generous grant from the J.P. Morgan Chase Foundation. As a charity, Glasgow Life relies on grants from trusts and foundations to help us run programmes across the city to help build life skills.

"I was searching online for help to develop my skills when I found the Glasgow Code Learning programme."
A Code Learning participant

Our contribution



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

Our contribution

We contribute to delivering the seven priority themes in the Glasgow City Council Plan and lead on the Vibrant City theme.

Through our contribution we maintain and grow Glasgow's reputation as a world class city, delivering sport, events, tourism, heritage and culture on the international stage.

We support and serve local communities across the city and work to ensure citizens benefit from the sporting, heritage and cultural life in the city while preserving and celebrating Glasgow's unique identity and history.



World Pipe Band Championships and the return of the Royal National Mod for the first time in 29 years. Glasgow's position as a world class destination was acknowledged when the city was named **European Capital City of Sport 2023**, the first time any city has held this honour a second time, and received the title of the **World's Leading Festival and Event Destination** at the 26th annual World Travel Awards.

The accolades didn't end there as the Glasgow Convention Bureau was named **Winner of the Best UK Convention Bureau 2020** for an amazing 14th consecutive year.

Our eight world class museums welcomed a record number of visitors thanks to a strong exhibition line-up that included T-Rex in Town at the Kelvin Hall and Dippy on Tour and the Linda McCartney Retrospective, both at Kelvingrove.

Glaswegians are active and healthier

Glasgow is one of the **top five sporting cities in the world** and we work in partnership with sportscotland, national governing bodies, regional partnerships and grassroots clubs to grow participation in sport and physical activity.

This year we have seen over 6 million attendances at Glasgow Sport facilities and at the end of the year there were a record 48,600 Glasgow Club members.

In partnership with sportscotland we continue to support 19 Community Sport Hubs across the city. These hubs bring together sport clubs and key local partners to develop and grow the sports offering in the community, with over 10,000 members recorded this year.



Glasgow is a world class destination for tourism, culture, sports, events and heritage.

We are the strategic lead for the City's ambitious **Tourism and Visitor Strategy** and we continue to build on the success of the Commonwealth Games in 2014 and the European Championships 2018 with an exciting programme of sporting and cultural events and festivals. This year highlights ranged from hosting the LEN European Short Course Swimming Championships and the start of the 2019 OVO Energy Tour of Britain for the first time since 2016, to welcoming the



All citizens have access to the city's cultural life and its heritage

Recognition of the importance of culture to the city came in November when Glasgow was named as the **UK's top cultural and creative city** and named Europe's leader for 'openness, tolerance and trust' by the European Commission.

The accolade recognises Glasgow as a creative and cultural centre of European importance.

Throughout 2019/20 we have continued to work with the city's cultural and creative sectors and engage with citizens to shape a plan for the future of culture in Glasgow. We look forward to launching **Glasgow's Culture Plan** in 2020/21.

We supported the first phase of the **Creative Communities: Artists in Residence** initiative which ran between March – June 2019. During this time artists worked in all 23 wards in the city, connecting with local groups and individuals to find out what they want from an artist's residency. This will inform the next phase of the project and a call for artists and art organisations to take part has gone out.

Glasgow is one of only two **UNESCO** Cities of Music in the UK, a reflection of the importance of music to the city and its rich musical heritage. This year we delivered a diverse and vibrant programme of musical events and festivals including Celtic Connections, Mela, Summer Nights at the Kelvingrove Bandstand and the World Pipe Band Championships.

Glasgow acknowledges and promotes its history, heritage and culture

The £66 million transformation of **The Burrell Collection** continued throughout 2019/20 and we are looking forward to the day when we can open the doors and welcome the people of Glasgow - and everyone who visits the city. To further enhance the visitor experience proposals to improve access to **Pollok Country Park** have been developed, prioritising sustainable transport, a high quality, inclusive active travel infrastructure, and promoting and enhancing the park's natural resources. Since the museum's closure the collection has continued to promote Glasgow nationally and internationally, with a **worldwide tour** which this year took in destinations in Japan, North America, Germany, France and the UK.



Glasgow Life also directly delivers on commitments within the other Strategic Vision themes, including:

Thriving Economy

In partnership with the British Library, National Library of Scotland and Santander we opened Scotland's first Business and Intellectual Property Centre in the Mitchell Library, offering information, workshops, advice sessions and inspiring events to local businesses and entrepreneurs.

Excellent and Inclusive Education

We lead the city's **Community Learning and Development Strategic Plan 2018-21** and continue to work closely with Education Services to support the city's approach to the Learning Improvement Challenge.

Resilient and Empowered Neighbourhoods

Our **volunteering** programme offers a range of opportunities for people to contribute to the city and their community. In 2019/20 this saw 700 volunteers donating 45,000 hours of their time to Glasgow Life's cultural, sporting and learning programmes and the Get Involved Glasgow Campaign recruited volunteers for UEFA Euro 2021 and the LEN European Short Course Swimming Championships 2019. Over and above this Glasgow Sport supported in excess of 3,700 volunteers involved in sport clubs, schools, community and local, national and international events across the city.

A Sustainable and Low Carbon City

While governments and destinations around the world are responding to the global climate emergency, Glasgow's ambitions to become the UK's first carbon neutral city by 2030 and its commitment to sustainable business tourism were recognised in October 2019 in the Global Destination Sustainability Index, where Glasgow is now ranked in fourth place.

Our buildings



Glasgow Life manages 137 different building assets spread across the city.

Our buildings



We are responsible for buildings which range from well-used community based facilities to heritage, cultural and sporting venues which attract people from beyond the city and country.

They include much loved venues like Kelvingrove Art Gallery and Museum, The Mitchell Library, The Burrell Collection, Tramway, Emirates Arena and the People's Palace.

Of the buildings managed by Glasgow Life, 23% have listed status: 36% of those are Category A listed and 61% are Category B.

Glasgow City Council has responsibility for all repairs to our buildings valued at over £20,000 and provides Glasgow Life with funding of £1.5 million per year to manage these.

We manage this through the implementation of a robust programme of asset maintenance although overall funding and an ageing estate make this challenging.

Glasgow Life's Infrastructure Support team has been working on a number of capital projects which are funded by the Community Asset Fund provided by Glasgow City Council. The aim of these projects is to improve and protect our community assets which support the needs of local communities.

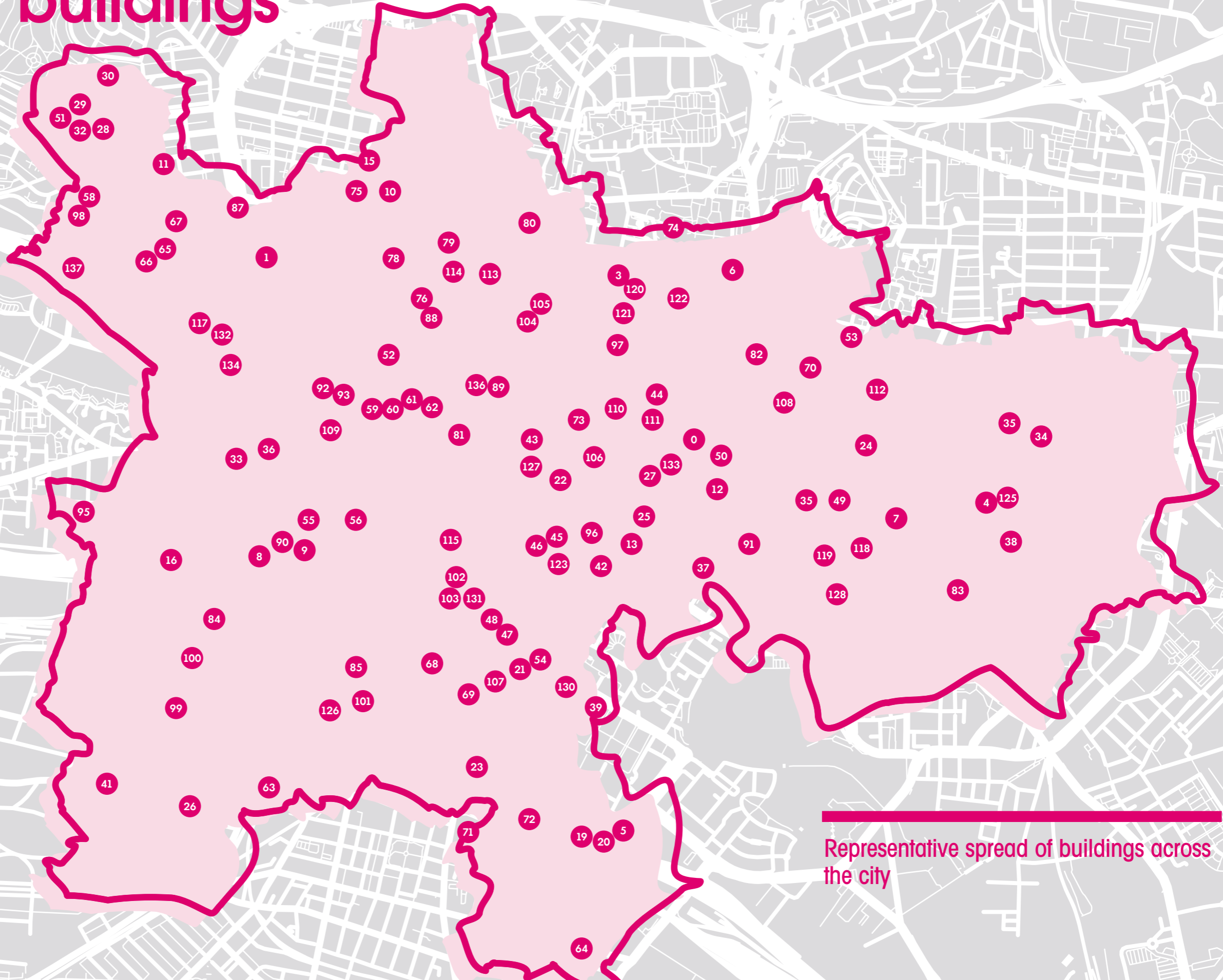


The team worked closely with colleagues in Libraries and Communities to undertake community engagement and consultation activities bespoke to each project. The range of activities varied depending on the local community and ranged from public meetings and focus groups to individual interviews and questionnaires.

As part of this, both Partick Library and Netherton Community Centre have been fully refurbished in the past financial year. At Partick, a new mezzanine level was installed with more meeting and study space to address community needs.

An extensive community engagement process was undertaken at Netherton Community Campus to understand the community's needs for the next proposed phase of the project, with more than 1,200 people engaging in the process and informing the development plans.

Glasgow Life managed buildings



Representative spread of buildings across the city

Glasgow Life managed buildings



00. Alexandra Park Golf & Bowls



01. Anniesland Library



02. Baillieston Library



03. Balgrayhill Community Centre



04. Barlanark Community Centre



05. Barlia Sports Centre



06. Barmulloch Library & Community Centre



07. Bellahouston Bowls



08. Bellahouston Leisure Centre



09. Bellahouston Pitch And Putt



10. Bellcraig Community Centre



11. Bluevale Community Centre



12. Bridgeton Library (Olympia)



13. Caldercuilt Pitches



14. Cardonald Library



15. Castlemilk Community Centre



16. Castlemilk Library



17. Castlemilk Sports Centre



18. Castlemilk Swimming Pool



19. Cathkin Park Recreation Ground



20. City Halls



21. Couper Institute & Library



22. Cranhill Community Centre



23. Crownpoint



24. Darnley Community Centre



25. Dennistoun Library



26. Donald Dewar Leisure Centre



27. Drumchapel Bowls/Tennis



28. Drumchapel Community Centre



29. Drumchapel Library



30. Drumchapel Swimming Pool



31. Drumoyne Campus



32. Easterhouse Cultural Campus



33. Easterhouse Sports Centre



34. Elder Park Library



35. Emirates Arena Library



36. Garrowhill Community Centre



37. Geoff Shaw Community Centre



38. Glasgow Green Football Centre



39. Glasgow Museums Resource Centre



40. Glasgow National Hockey Centre



41. Glasgow Royal Concert Hall



42. Glenconner Park Pitches



43. Gorbals Leisure Centre



44. Gorbals Library



45. Govanhill Community Centre



46. Govanhill Library



47. Greenfield Park Football



48. Haghill Community Sports Centre & Pitch



49. Halgreen Avenue Playing Field



50. Hillhead Library



51. Hogganfield Pitch & Putt



52. Holyrood Sports Centre



53. Ibrox Football Complex



54. Ibrox Library



55. James Lyndsey Memorial Park Pitch



56. Kelso Street Pitch



57. Kelvin Hall



58. Kelvingrove Art Gallery & Museum



59. Kelvingrove Bandstand



60. Kelvingrove Bowls/Tennis



61. King George V - Playing Fields



62. King George's Playing Field



63. Knightswood Golf



64. Knightswood BMX Track



65. Knightswood Library



66. Knightswood Tennis/Pitch&Putt/Bowls



67. Langside Hall



68. Langside Library



69. Lethamhill Golf



70. Linn Park Community Centre



71. Linn Park Golf



72. Lister Street Bowls



73. Littlehill Golf



74. Maryhill Bowls/Tennis



75. Maryhill Community Centre



76. Maryhill Leisure Centre



77. Maryhill Library



78. Maryhill Store



79. Milton Community Campus



80. The Mitchell Library



81. Molendinar Community Centre



82. Mount Vernon Football Pitch



83. Nethercraigs Sports Complex



84. Netherpollok Playing Fields



85. Netherton Community Centre



86. Netherton Pitch & Bowls



87. North Kelvinside Playing Fields



88. North Woodside Leisure Centre



89. Palace Of Art



90. Parkhead Library



91. Partick Burgh Hall



92. Partick Library



93. Penilee Community Centre



94. Penilee Pitch



95. People's Palace



114. Scotland Street School Museum



115. Scotstoun Leisure Centre



116. Scotstoun Stadium



117. Shettleston Community Centre



118. Shettleston Library



119. Springburn Bowling



96. Petershill Leisure Centre



97. Peterson Park Pavilion



98. Pollok Civic Realm



99. Pollok Community Centre



100. Pollokshaws Library



101. Pollokshields Community Centre



120. Springburn Leisure Centre & Library



121. Springburn Synthetic Pitch & Pavilion



122. St Francis Centre



123. St Mungo Museum of Religious Life & Art



124. Stepford Road



125. The Burrell Collection



102. Pollokshields Library



103. Possilpark Library



104. Possilpoint Community Centre



105. Provands Lordship



106. Queen's Park Bowls/Pitch&Putt/Tennis



107. Riddrie Library



126. The Gallery Of Modern Art & Library @ GoMA



127. Tollcross Community Centre



128. Tollcross International Swimming Centre



129. Toryglen Regional Football Centre



130. Tramway



131. Victoria Park Bowls/Rugby/Tennis



108. Riverside Museum



109. Royston Library



110. Roystonhill Community Centre



111. Ruchazie Community Centre



112. Ruchill Community Centre



113. Ruchill Golf



132. Whitehill Pool



133. Whiteinch Library



134. Woodside Library



135. Woodside Public Halls



136. Yoker Sports Centre

Creating a sustainable organisation

Glasgow Life's commitment to environmental responsibility is embedded in our CLEAR values.

Since 2015, we have reduced our energy consumption in kWh by 14% and reduced CO2 emissions by 21% (see tables below).

There are 90 Energy Champions across Glasgow Life who promote energy awareness and good practice in their venues, carry out energy audits and provide information on building use to our Facilities Management team.

Responsibility for the management of energy at each Glasgow Life building is devolved to the manager and staff, to reduce carbon emissions and identify improvements that can be made, with key performance indicators being set each year for every building.

Our actions support the Scottish Government target for net-zero emissions of all greenhouse gases by 2045 and support Glasgow's target of becoming a carbon neutral city by 2030 following the council's declaration of a climate emergency in May 2019.

We are delighted to work in partnership with Salix who provide match funding to support our efforts to reduce carbon emissions. From a 'recycling' fund (projects must pay back into the fund from the financial savings over a maximum of 8 years) we have successfully installed:

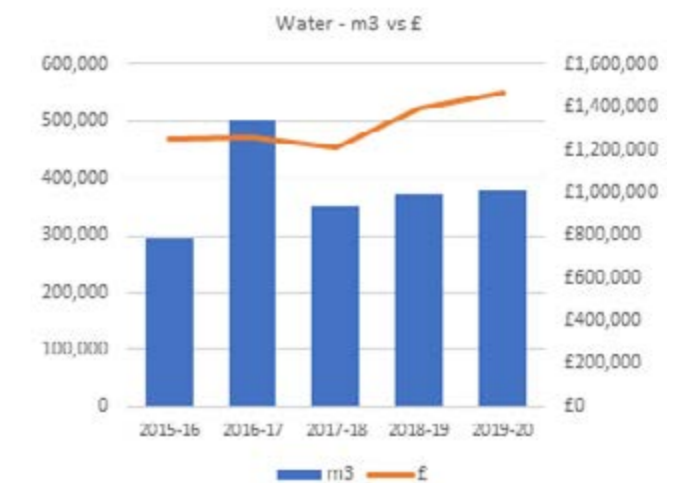
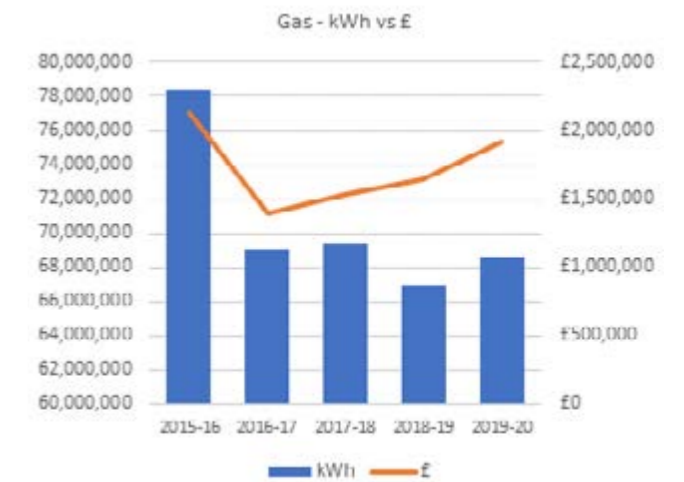
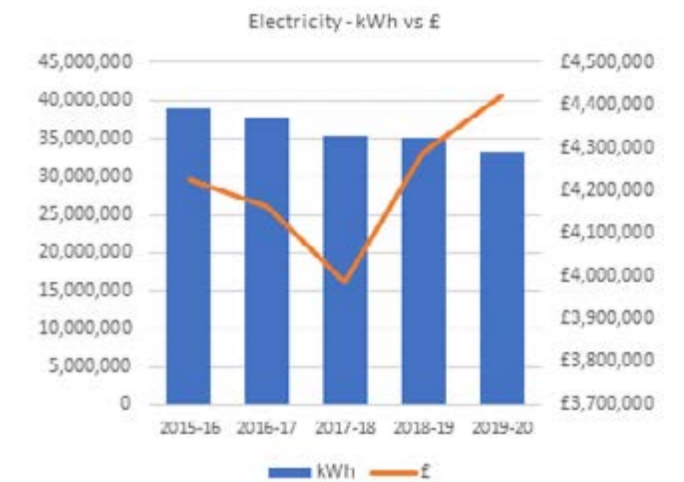
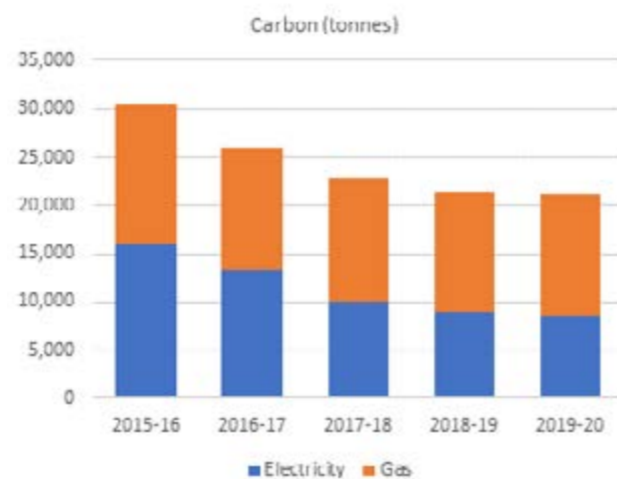
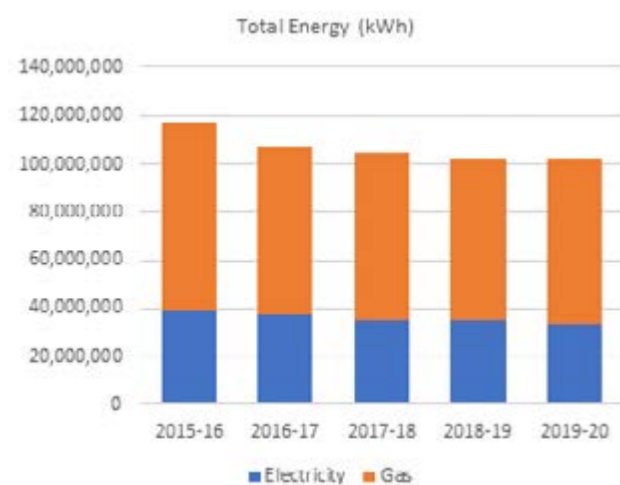
- LED Lighting
- Building Management Systems
- Motion Sensors
- Voltage Optimisation
- Pool Covers
- Insulation
- Boiler Upgrades
- Combined Heat and Power (CHP) units

In 2019 we were successful in obtaining funding from the Scottish Government's Energy Efficient Scotland Programme (£283k) and with other funding, including Salix, completed works at Gorbals, Scotstoun and Bellahouston Leisure Centres valued at over £1m with estimated carbon savings of 221 tonnes each year.

Green Tourism Awards

A number of Glasgow Life venues have successfully achieved a Green Tourism Award. Candidates are assessed by a qualified grading advisor against a set of criteria, covering a range of areas, including energy and water efficiency, waste management, biodiversity, community involvement and more. Businesses receive a Bronze, Silver, or Gold award based on their level of achievement.

- City Halls - bronze
- GoMA - silver
- GMRC - silver
- Royal Concert Hall - bronze
- Kelvin Hall - gold
- Kelvingrove Art Gallery and Museum - silver
- Provands Lordship - silver
- Riverside Museum - grade pending
- Scotland Street School Museum - silver
- St Mungo Museum - silver
- People's Palace - silver
- Tramway - silver
- Glasgow Conventions Bureau - silver





The
future

New models and community hubs

Creating the opportunity for everyone
in Glasgow to share a better and
brighter future

The future

Glasgow Life is working with a range of organisations and stakeholders to find new ways of improving the lives of some of our most vulnerable citizens. Working at both national and local level, and with the active involvement of local people, Glasgow Life aims to develop new ways to maximise existing resources to better serve communities.

One example is the current work with Glasgow City Council in developing the model for **Community Hubs** across the city to identify how the needs of communities and the city can be addressed through the provision of collaborative working and co-located services. The aim is to improve the quality of services provided to local citizens and inform the investment in services and spaces in which they are located. The City Council identified six geographical areas to commence the development of the model, with initial priority given to the Parkhead/ Dalmarnock and Baillieston areas. Consistent community engagement is required for the project to be successful and work is being carried out to develop a Community Engagement Framework that will ensure an engaged and joined-up approach.



The Glasgow Life Communities team in the **south of the city works in collaboration with a wide range of partners to establish the South Community Learning and Development Partnership (SCLDP)**. The team work in partnership with Social, Education and Health Improvement Services, along with Social Housing landlords, the Glasgow Council for the Voluntary Sector, Skills Development Scotland, Department for Work and Pensions and Jobs and Business Glasgow to coordinate learning provision in the south of the city. By working collaboratively they aim to implement the citywide Community Learning and Development Plan. Outcomes include improved learner and community engagement, and improved learner pathways and progression opportunities.



Glasgow Life is working with **schools** to introduce community learning and sports programmes to improve learning opportunities for disengaged young people. An evaluation of this work at Rosshall Academy evidenced the value and impacts of this approach to support and complement the traditional school curriculum. The partnership saw Glasgow Life providing programming such as the community based Duke of Edinburgh Open award, which supported 14 pupils to achieve a Silver Award, and 4 S5/6 pupils to undertake Sports Leaders' awards at Glasgow Club Bellahouston. The Glasgow Communities 'Reading the Game' literacy programme is also successfully re-engaging young people with learning and confidence-building.

A **Dementia Friendly Project funded by Life Changes Trust** was managed and operated by Glasgow Life in the north east of Glasgow in 2018/19. An external evaluation in 2019 showed that five hubs were created, with 12 volunteers helping to deliver 70 hub activities. This project resulted in over 700 attendances. Following this success, one recommendation suggested growing the number of volunteers and creating a similar programme covering the rest of the city. Continuing to work with Life Changes Trust, Glasgow Life is working to develop dementia friendly community hubs throughout the rest of the city in 2020/21.



The latest partnership programme for Glasgow Life is **Connecting Scotland: Glasgow Kit and Connectivity Programme** which aims to connect digitally excluded people, allowing them to access services and support, and to connect with friends and family during the COVID-19 pandemic. People on low incomes who are at greater risk of isolation will be provided with an internet-enabled device, internet connectivity, and support to develop skills and confidence online. The first phase of 'Connecting Scotland' will be offered as a grant programme. Building on learning from existing activity to tackle digital exclusion, the programme will be run in conjunction with organisations who are already providing support to the target groups. In Glasgow the offer will be administered by Glasgow Life in partnership with Scottish Council for Voluntary Organisations, and the city has been allocated 780 devices in the first phase of the programme. 'Digital Champions' will also be on hand to help participants get online and provide support remotely.



How we have performed



We are one of Scotland's largest charities with over 18 million attendances at our venues, and 75% of citizens and visitors to the city using our services.

Income and Expenditure

Financial performance (Including CIC)

Extract of Unrestricted Income & Expenditure (including CIC)

Income	£000	%
Grants & Donations	3,310	2.9%
Community Interest Company	6,849	6.0%
Leisure & Cultural Activities	28,378	24.9%
Interest received	82	0.1%
Service Fee - Glasgow City Council	75,545	66.2%
	114,164	

Costs	£000	%
Community Interest Company	(7,087)	6.2%
Leisure & Cultural Activities	(107,053)	93.8%
	(114,140)	
Surplus on unrestricted activities	24	
Reserves brought forward	594	
Total Reserves	618	

Culture and Sport Glasgow (Trading) Community Interest Company

	£000
Turnover	7,429
Service Fee	1,884
Interest	19
Total Income	9,332
Cost of Sales	(2,426)
Operating expenses	6,906 (5,241)
Operating Profit	1,665

The focus for Glasgow Life in 2020/21 is the phased re-opening of venues and facilities in line with the Scottish Government's guidance and route map timescales.

The 2020/21 targets for income generated through the company's charity and CIC will be affected to an unknown extent in this evolving situation.

Income generation	Target
Charity	£30.8 million
CIC	£8.5 million
Total	£39.3 million

Our performance

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

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

We use the council family system to demonstrate progress against targets:

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

During 2019/20 we agreed to report to Glasgow City Council on these two key areas:

Measure	Target	Actual	Status
The number of attendances at Glasgow Life directly managed venues including festivals and events*	18.1 million	18.2 million	G
Income generated through the company's charity and CIC	£39 m £32.1 m (charity) £6.9 m (CIC)	£38.6 m £31.8 m (charity) £6.8m (CIC)	G

* On 12 March 2020, in response to the Covid-19 pandemic, a ban on all mass gatherings of over 500 people was announced across the UK. On the 18th of March Glasgow Life closed all but a small number of its venues to the public. This was followed by the Prime Minister's announcement of a full lock-down on 24 March 2020. These unprecedented measures impacted attendances across Glasgow Life.

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

Measure	Target	Actual	Status
Breakdown of the number of attendances at Glasgow Life directly managed venues, including festivals and events	18,055,392	18,161,865	G
Community Facilities	1,363,581	1,469,985	G
Glasgow Arts, Music & Cultural Venues**	1,142,000	1,110,836	A
Glasgow Libraries	4,703,027	4,518,896	A
Glasgow Museums***	3,519,500	4,085,920	G
Glasgow Sport	6,888,000	6,536,704	R
Glasgow Events	439,284	439,524	G

** Includes Celtic Connections (130,000), Mela (41,000) & the Merchant City Festival (75,000), does not include Aye Write and Wee Write attendances (16,402) the majority of which take place in the Mitchell Library and are reported within Glasgow Libraries figures. If included the Glasgow Arts, Music & Cultural Venues and festival total attendances would be 1,127,238.

*** Includes T.Rex on Tour at the Kelvin Hall (47,935)

Measure	Target	Actual	Status
Economic value of conferences	£135,000,000	£140,113,527	G
Actual conference delegate nights in the city	390,000	389,895	G
Economic value of conference sales won for future years	£130,000,000	£136,970,475	G
Number of delegate days for future years	305,000	375,866	G

The focus for Glasgow Life in 2020/21 is on the phased reopening of venues and facilities in line with the Scottish Government's guidance and route map timescale, therefore no attendance/usage targets will be set for this financial year.

Success for the rest of this financial year will be measured through compliance with the Scottish Government's route map and through working with Glasgow City Council and sectoral agencies to reactivate services that are financially viable and which inspire the confidence of citizens, visitors, staff and stakeholders.

With thanks

Glasgow Life would like to thank our individual supporters, corporate partners, and the many trusts and foundations for their continued support. We would also like to thank the large number of sport, cultural, educational and community organisations and governing bodies who contribute to our work.

A E B Charitable Trust
A M W Charitable Trust
A.G. Barr plc
Aggreko plc
Art Fund
Baillie Gifford
BBC Scotland
British Athletics
British Council Scotland
British Cycling
British Library
Caledonian MacBrayne Limited
Canada Council for the Arts
Canadian High Commission
Carnegie United Kingdom Trust
Centre for Contemporary Arts
Citizen M
Citizen's Advice Scotland
City of Glasgow College
Clyde Gateway
Clydebuilt Ltd
Connecting Scotland
Contemporary Art Society
Creative Scotland
Culture Ireland
Drum Property Group
Drygate Brewing Company
Education Scotland
Educational Institute of Scotland
Embassy of Estonia London
Emirates
Erasmus
EventScotland
Film & Video Umbrella

FirstGroup plc
Foundation Scotland
Fraser Suites
Friends of Glasgow Museums
Friends of the National Libraries
Glasgow Airport
Glasgow Caledonian University
GCVS
Glasgow Clyde College
Glasgow Film Theatre
Glasgow Kelvin College
Glasgow Museums Patrons Circle
Glasgow Sculpture Studio
Glasgow Volunteer Centre
Glasgow Youth Council
Goethe Institute
Good Things Foundation
Great Britain Sasakawa Foundation
Harper Collins
Health and Social Care Partnership
Historic Environment Scotland
Holiday Inn
Hospitalfield
Inclusive Growth Fund
Lankelly Chase
Lawn Tennis Association
Life Changes Trust
Macmillan Cancer Support
Merchants Square
Mr and Mrs William Donalds Memorial Trust
Museums Galleries Scotland
Nancie Massey Charitable Trust
National Fund for Acquisitions
National Library of Scotland

National Lottery Heritage Fund Scotland
National Piping Centre
NHS Greater Glasgow and Clyde
Outset
Paths for All
Rathbone Investment Management
Rothschild & Co
Royal Scottish Pipe Band Association
Scotland's Year of Coasts and Waters
Scottish Book Trust
Scottish Council for Voluntary Organisations
Scottish Enterprise
Scottish Event Campus
Scottish Football Association
Scottish Government
Scottish Libraries & Information Council
Scottish Rugby Union
Scottish Swimming
Skills Development Scotland
Sportscotland
Stand Comedy Agency
SWG3
Tam O'Shanter Trust
Tennis Scotland
The Block
The Bridget Riley Art Foundation
The David Roberts Art Foundation Limited
The Dunclay Charitable Trust
The Eranda Rothschild Foundation
The Esmée Fairbairn Foundation
The Fidelity UK Foundation
The Finnis Scott Foundation
The Finnish Music Foundation
The Foyle Foundation

The Gannochy Trust
The Glasgow Dean of Guild Court Trust
The Glenturret Whisky
The Great Run Company
The Headley Trust
The Henry Moore Foundation
The Hugh Fraser Foundation
The Hunter Foundation
The Merchants House of Glasgow
The Murdoch Forrest Charitable Trust
The National Lottery Community Fund
The Open University in Scotland
The PF Charitable Trust
The Pilgrim Trust
The Taylor Family Foundation
The Times and the Sunday Times Scotland
The Turtleton Charitable Trust
The University of Glasgow
The W M Mann Foundation
The Weatherall Foundation Trust
The Wolfson Foundation
Tilda Ltd
Turcan Connell
UK Sport
UKSE
University of Strathclyde
University of the West of Scotland
Union Cycliste Internationale
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