

GlasgowLife



Annual Review  
2023/24

Everyone deserves a great Glasgow life.



**Inspiring Glasgow  
to become engaged  
and active through  
culture and sport.**

# Welcome from our Chair



Ask any of the wonderful people who work for Glasgow Life why the charity is special, and they'll tell you it's because of what we do and who we do it for.

Glasgow Life is a charity unlike any other because Glasgow is unique.

Every day we welcome tens of thousands of people to our museums, libraries, community facilities, concert halls, gyms, pitches, and sports courts.

Every year we reach millions of people, face-to-face or online, encouraging them to lead happier, healthier lives and to experience for themselves the world's friendliest city.

As you read our annual review, you will see how Glasgow Life

has improved lives throughout the past year.

Is there another organisation that in a single year could spring a global surprise like hosting Banksy's first exhibition in more than a decade and at the same time deliver Live Well, our innovative programme tackling health inequality and reducing social isolation in communities?

Could another charity stage 300 concerts and events across 25 venues for Celtic Connections, which involved 1,200 performers and attracted 115,000 attendees, while hosting a show-stopping World Indoor Athletics Championships, welcoming 650 elite athletes from more than 130 countries?

Consider the scale of ambition for the city shown through The Burrell Collection becoming Art Fund's Museum of the Year while Glasgow Life was also developing plans for a near £36 million refurbishment of the People's Palace and Winter Gardens, which will see the creation of an accessible and sustainable, community-led museum that's fit for future generations.

Culture and events go hand in hand with tourism. We know

visitors arrive in Glasgow to see the best of our country, and as Scotland's gateway our cultural and major events offer supports tourism growth and provides shared benefits nationally, securing investment and jobs.

You only have to look at the success of the 2023 UCI Cycling World Championships, which generated over £200 million of economic impact, created 5,000 jobs and attracted one million spectators, half of whom attended events in Glasgow.

In 2023, Glasgow also became the first city to be named European Capital of Sport for a second time and we created a legacy fund which has enabled grassroots clubs to promote greater access and reduce barriers to physical activity.

This annual review is a story of Glasgow's huge ambition, Glasgow Life's incredible success and most of all, of the people we work with and on behalf of every single day.

**Bailie Annette Christie**  
Chair of Glasgow Life

# A message from our Chief Executive



Every day, Glasgow Life works to improve people's lives by providing opportunities to experience culture and sport across the city.

This annual review shows our charity remains an integral part of life in Glasgow through the hard work and experience of my colleagues, and our wonderful volunteers who exemplify that People Make Glasgow.

Working together, we have made great strides towards building a sustainable future for Glasgow Life to ensure we keep making a real difference in the city.

Confidence in our capability and the contribution our charity makes is high and is reflected in The Burrell Collection being named Art

Fund's Museum of the Year and Glasgow being the European Capital of Sport for the second time.

Visits to Glasgow Life Museums and Glasgow Life Libraries grew to around four million each in 2023/24 while our Glasgow Club network of gyms and sports facilities helped 4.7 million people to get fit and stay physically active, reducing pressure on health services in the process.

The UCI Cycling World Championships, the World Athletics Indoor Championships, and the World Irish Dancing Championships, alongside our vibrant, year-round events programme, drove visits to Scotland, generating jobs and adding wealth to our economy.

More than 120,000 more people came to Glasgow in the past year because of business generated by our Conventions Bureau.

Just as important is how we are making a difference in communities through programmes that support people to improve their wellbeing.

Our Live Well Community Referral initiative piloted a unique approach to

accessing physical and creative activity in local neighbourhoods in Glasgow's East End, which has shown the power participating in culture and sport has on transforming mental and physical health.

Glasgow City Council has approved investment of £1 million in Live Well over the next three years that will enable us to expand the programme across the city on a targeted basis and help more people.

Our annual review is full of stories about people we have helped and the organisations we worked with over the past year. From Music Broth, who set up a scheme to loan musical instruments at The Mitchell Library, to Clyde Primary School who hosted Muffins and Maths, a numeracy project empowering parents to support their children with homework.

Glasgow Life's commitment to helping people build happier and healthier lives is stronger than ever and this annual review clearly demonstrates that anyone who shares our ambition has every reason to be excited for the future.

**Susan Deighan**  
Chief Executive of Glasgow Life

# Key highlights

## European Capital of Sport 2023

Nearly 100 Glasgow organisations benefited from the city's year as European Capital of Sport (ECOS) 2023. Through individual grants of £750, our ECOS Fund helped create new sport and physical activity sessions in local communities, with a focus on increasing participation and developing new opportunities for minority and underrepresented groups to get active.

## Children's Gaelic library collections

Our Junior Gaelic Collections project let young people choose books to create the children's Gaelic collection in Elder Park Library. The success of the project led to new junior Gaelic collections across five other Glasgow Life Libraries.

## National Lottery Community Fund

With funding from the National Lottery Community Fund, our Community Development team delivered a project educating people on how to prepare low-cost, healthy meals and reduce their household energy costs.

More than 70 learners were gifted air fryers and Education Scotland recognised the positive impact of the initiative on participants.

## Burrell Collection: Museum of the Year

In July, The Burrell Collection received the world's most prestigious museum prize when it was named Art Fund Museum of the Year 2023. Reflecting Glasgow's position as a leading centre of culture and creativity the museum also recorded a significant milestone of 1 million visitors

## Cut & Run at GoMA

Banksy chose to host Cut & Run, his first solo exhibition for 14 years, at Glasgow's Gallery of Modern Art (GoMA). The incredible show created headlines around the world. It also broke box office records, attracting 180,000 visitors and boosting the city's economy by £13.5 million throughout its run from June to August.

## UCI Cycling World Championships

Glasgow reaped enormous economic and reputational rewards from the city's hosting of the UCI Cycling World Championships in August. The



incredible event generated over £200 million for Scotland's economy and created more than 5,000 jobs, with over half of the one million spectators attending events in the city.

## Glasgow's Tourism Strategy 2030

We launched Glasgow's refreshed Tourism Strategy in September. Five strategic priorities have been established to deliver the city's future tourism ambitions to 2030. This includes strengthening the city's global profile as a culturally rich destination as well as growing the value of our visitor economy and delivering tourism in a sustainable and inclusive way.

## Mary Quant exhibition

Our retrospective exhibition on iconic fashion designer, Dame Mary Quant, closed in October having delighted more than 54,000 visitors across its six-month run at Kelvingrove Art Gallery and Museum. Organised by London's V&A Museum as part of an international tour, the exhibition showcased over 100 items from Dame Mary Quant's private archive.

## Pollokshaws Library stained-glass

In November, Pollokshaws Library unveiled a stained-

glass window created by artist Keira McLean. The artwork celebrates the 100th anniversary of the death of Glasgow teacher and socialist educator, John Mclean.

## People Make Glasgow turned 10

We celebrated the 10th anniversary of the city's award-winning People Make Glasgow brand in December. Reflecting Glasgow's reputation as the world's friendliest city, a survey of 1,400 people revealed almost 80% of Glaswegians and visitors continue to agree with the brand's statement.

## Raymond the Reindeer's Christmas show

Our annual Christmas show toured 11 community centres across Glasgow throughout December. This year's event, 'Raymond the Reindeer's Rocking Dance Party', was enjoyed by audiences of all ages with festive arts activity bags gifted to attendees.

## World Athletics Indoor Championships

The 19th edition of the World Athletics Indoor Championships (WAIC) brought 650 athletes from more than 130 countries to Glasgow to contest 26 Championship titles in front of 22,000 spectators at the Emirates Arena in March. Glasgow's event was the first ever to receive a platinum award for sustainability through the Athletics for a Better World (ABW) initiative.

# Our services



Supporting our city's diverse communities to experience the life-changing benefits of taking part in culture and sport.

# Glasgow Life Museums



Glasgow Life Museums looks after one of Europe's top collections on behalf of the city. The collection is made up of over five million items. We welcomed nearly four million visitors this year, with three of our museums featuring in the Association of Scottish Visitor Attractions' top 10 most-visited attractions.

The success of the refurbishment of The Burrell Collection was confirmed when the museum was named Art Fund Museum of the Year 2023. The Burrell has also attracted more than one million visits since reopening.

We secured initial development funding of £850,000 from The National Lottery Heritage Fund (NLHF), which paves the way to securing a further £6.65m award, to revitalise the People's Palace and Winter Gardens. The plans will make the museum more accessible and sustainable in the years to come.

# 4.02 million

The number of visits to our museums last year.



Provand's Lordship reopened in March 2024 after significant repairs. The work will protect what is Glasgow's oldest house and preserve the museum for future generations. St Mungo Museum continued to work with Historic Environment Scotland to improve the visitor experience across the Cathedral Precinct.

A recent visitor survey showed high satisfaction rates with our museums: 99% rated their visit positively, 95% said they would recommend our museums, and 82% said after their visit they felt a great connection to the city.

## Scotland's Lascar Heritage

In 1992, a cast iron plaque reading 'LASCARS ONLY' was found at Glasgow's Queen's

Dock, dating back to the 1890s. Lascars were South Asian seamen who faced being taken advantage of by European shipping companies, including some in Glasgow. This discovery led to a project involving the Bangladesh Association Glasgow, Our Shared Cultural Heritage and Glasgow Life Museums. It was funded by the EXCHANGE project, which encourages community-led collections research to look at experiences of empire, migration, and life in Britain. The initiative explored the seamen's ties to Scotland and revealed the surprising discovery of Bengali speakers in Glasgow 140 years ago.

Phase one in 2022 saw the creation of a short film, artworks, a blog, and a

magazine. Seminars and pop-up displays engaged 500 people. Phase two in 2023 produced a documentary, book and podcast. The second phase also helped to fill gaps in Scotland's history about Lascars. The project celebrated Scottish South Asian heritage and culture, and won the 2023 Museums Association 'Museums Change Lives' Award. The book, 'Scotland's Lascar Heritage', was shortlisted for Scottish Research Book of the Year by the Saltire Society and won the Alan Ball Award for outstanding local history publication in early 2024.

# Glasgow Life Arts, Music and Cultural Venues



The world-renowned Celtic Connections music festival held its 31st edition in 2024. The 18-day festival is the UK's premier celebration of Celtic music and marks the start of Scotland's annual cultural calendar. More than 115,000 people attended this year's Celtic Connections, which featured over 1,200 musicians at more than 300 events across the city. The festival included workshops for all ages, where participants learned ways to create music and had an opportunity to try instruments like the fiddle and ukulele. Thousands of school children across Scotland enjoyed live music as part of the festival's free school concerts programme.

Our Artists in Communities programme engaged two groups of artists in partnership with the 2023 UCI Cycling World Championships and Glasgow City Council's Green Economy Unit. Artists and organisations worked in communities across the city to respond to the context of the 2023 UCI Cycling World Championships as well as

# 447,352

The record number of tickets sold through our box office last year.



the broader themes of physical activity, health and wellbeing, and sustainable travel. Projects included a range and variety of artforms including music and singing, poetry, drama, soundscapes, martial arts, and a spectrum of visual arts including ceramics, printing, painting, collage, sculpture, and photography. The artists then worked with local communities to deliver GO LIVE! events to share their work at Stockingfield Bridge in Maryhill, the Halfpenny House on Kelvin Way, Cowlairs Park in Possil, and Elcho Gardens in Calton.

Glasgow celebrated the 15th anniversary of its designation as a UNESCO City of Music with a programme of activities including a special 'Lids Open Day' in partnership with Glasgow Piano City, providing a chance for participants of all ages and abilities to play a Steinway grand piano on one of Glasgow's biggest and best stages, the Grand Hall at the City Halls.

Across our concert halls we concluded an extensive customer experience survey, the results of which will inform a new customer experience action plan.

## Dementia Friendly Concerts

Since 2017, Glasgow Life has delivered Dementia Friendly Concerts within our own venues as well as local communities and care homes throughout the city. The concerts are relaxed performances delivered by experienced musicians who engage with the audience through conversation as well as music.

The rooms are set up cabaret-style to provide space if people want to walk around, leave or even dance. A relaxed environment is created through keeping the music at a quieter volume than a mainstream concert and the lights are kept on, reducing environmental anxiety.

In 2023/24, Glasgow Royal Concert Hall hosted six concerts for people living with dementia as well as four community-based concerts and 13 performances at care homes, which collectively entertained more than 800 people. As the number of people living with dementia continues to grow, our concerts provide a safe and relaxed environment that can both invoke memories through music, as well as provide much-needed support for carers.

### A concert attendee recently said:

**"More venues should have concerts like this. My mum cares for my dad and she does nothing for herself anymore, but when she comes here she has an opportunity to speak to other people going through the same experience."**

# Glasgow Life Libraries

Glasgow Life Libraries delivers world-class library, learning and information services for people who live in, work in, and visit Glasgow. There were nearly 4 million visits to Glasgow Life Libraries last year. Of these visits, 2.2 million were made in-person and 1.8 million were virtual. In the past year, 1.6 million books were issued, including 435,000 from our e-offer. Glasgow Life Libraries' PCs were also used more than 322,000 times.

The Vision for Glasgow Libraries was published in 2023. This refreshed strategy sets out our priorities for the next five years, on the themes of Culture, Health and Wellbeing, Social, Economy, and Environment. An action plan underpins each theme to help develop library services and community engagement.

We delivered a programme of support, working with partners such as Jobs and Business Glasgow, Citizens Advice Bureau, Diabetes UK, and Cancer Support Scotland among others to help people maximise their income, achieve their aspirations, and improve their health and wellbeing. We also provided access to family finances key workers and universal credit support.



# 3.96 million

The number of people who visited our libraries last year.

Having access to books at an early age can positively influence a child's attainment in later life. The Connect, Engage, Retain initiative connects families with young children to local library services to give children the best start in life and support early language development. The programme was named runner-up at the EDGE 2024 Awards.

## We Make Music

Glasgow Life Libraries launched the We Make Music Instrument Libraries project to add to our music offer at The Mitchell Library. The programme offers free-to-

borrow musical instruments and tuition workshops.

Children and young people aged up to 25 can use their Glasgow Life Libraries card to borrow an instrument at The Mitchell Library.

Glasgow Life Libraries is working with Music Broth to stock over 30 instruments. The available instruments include guitars, ukuleles, keyboards and violins. The partnership also offers workshops teaching guitar and ukulele.

The project is supported by the Creative Scotland Youth Music Initiative and the Music Education Partnership Group.

**John Wallace, Director of the Music Education Partnership Group, said:**

"There exists an insatiable demand for music-making in every part of our communities. We Make Music Libraries lend out musical instruments in the same way as books to children, young people and adults who want to make a joyful noise or express their inner thoughts through their music-making. Music is one of the glories as well as the glues in our society, and We Make Music Libraries are agents of happiness and cohesion."



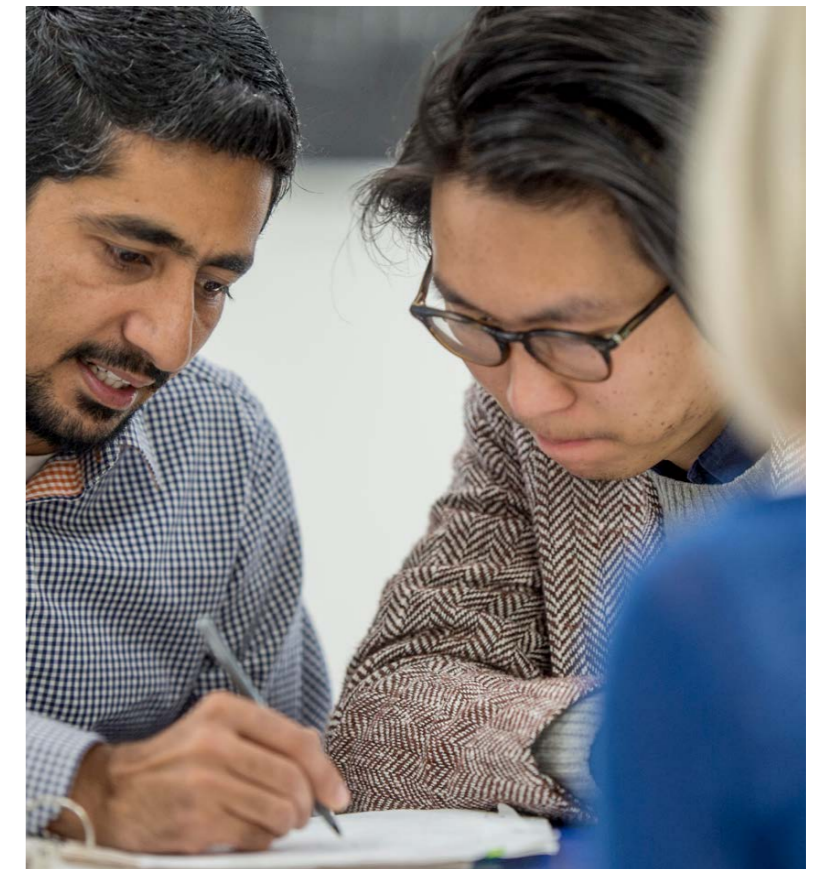
# Glasgow Life Communities

Glasgow Life's Communities team coordinate the work of Glasgow's Strategic Partnership for Community Learning and Development (CLD) and the delivery of Glasgow's CLD plan. Last year, there were over 15,800 attendances recorded at adult learning programmes. This included English for Speakers of Other Languages and adult literacy and numeracy classes. There were also more than 34,000 attendances at youth programmes, ranging from outreach activities to mental health support. Nine hundred people attended programmes aimed at boosting job prospects and preparing participants for work. Our Family Learning team worked with 3,915 families, developed educational materials, and trained 982 educational staff.

The Communities team oversaw the £4.5 million

Multiply programme for Glasgow. Glasgow Life was awarded £357,000 to run numeracy sessions as part of the UK Government-funded project. The team also secured £510,000 to widen the financial inclusion offer, supporting nearly 3,700 people.

In 2023/24, our community centres attracted 753,000 attendances, with over 400 people taking part in community development activities to help shape their communities. The team worked with community organisations to deliver the People Make Glasgow Communities (PMGC) programme. The PMGC programme helps organisations to fulfil their ambitions of delivering services in their communities. In the last year, this initiative saw 13 organizations take over the running of venues in their communities.



## Multiply

Multiply is part of the Shared Prosperity Fund awarded by the UK Government through the Levelling Up programme. The aim is to improve participants' numeracy within everyday life, employment, and wellbeing.

Glasgow Life used this funding to run a six-week programme called Muffins and Maths in partnership with Clyde Primary School. The project was designed to help parents support their children's learning through interactive, group, individual and game-based activities. It aimed to enable parents to be more involved in their children's school activities, while improving their own numeracy skills.

The Muffins and Maths project raised awareness of maths and mathematical

language among parents and boosted parents' confidence levels to support their children's numeracy learning. The programme also made a positive impact on family dynamics by developing a more cooperative and enjoyable approach to numbers.

### Learners at Muffins and Maths, said:

"I now understand certain things my child shows me with their homework that I didn't get before."

"I feel I can help my children more as I understand it better."

### A tutor at Muffins and Maths, said:

"I saw a marked improvement in maths skills and growing confidence as the weeks progressed and the group got to know one another better."

# 41,000

The number of attendances at our community learning and development activities in 2023/24.

# Glasgow Life Sport and Physical Activity



Glasgow Life is committed to ensuring everyone can access the benefits of sport and physical activity.

2023/24 saw more people use our indoor and outdoor leisure facilities. More than 4.7 million attendances were recorded, a rise of 18% on 2022/23.

Glasgow is internationally recognised as a world-leading sporting city, and in 2023 was named European Capital of Sport. This marked the first time any city had been awarded the title twice and reflected the 20th anniversary since Glasgow first received it in 2003.

Last year also saw the city host local, national and international sporting activities focused on participation and public health.

Glasgow Club Tollcross finished first in the UK in Technogym's 'Let's Move for a Better World Challenge'. The challenge encourages people to move and fight physical inactivity. Gyms across the world take part, with members trying to collect as many moves as they can. Glasgow Club Tollcross topped the UK charts again with 2.8 million moves, while the Emirates Arena came fifth and Bellahouston and Gorbals finished eighth and ninth respectively.



# 33,813

Glasgow Club members. Scotland's largest health and fitness network, managed by Glasgow Life Sport, grew by 18.5% over the past 12 months. 57% of members live in parts of the city that face some of the highest levels of deprivation in Scotland (SIMD 1 and 2).

## Coach Core

Coach Core is a full-time, year-long modern apprenticeship for young people aged 16 to 19 living in Glasgow. The programme gives people who are not in higher education, employment or training a chance to get involved in sport and physical activity.

Everyone who takes part in the project receives the learning qualifications and training employers look for. The idea is to inspire young people to become involved in sports coaching and reach their full potential.

**Amber Campbell (on the right) is a Coach Core graduate who became a gymnastics coach with Glasgow Life before**

**moving into a role in sports development. She said:**

"I knew I wanted a career in sport, I just didn't know how to achieve this. My time on Coach Core gave me the support to develop key skills and improve my communication, teamwork, and leadership.

"Through my year in Coach Core, my confidence began to grow, and I completed my SVQ Level 2 in sports coaching along with my Level 1 gymnastics qualification.

"I would encourage anyone to join Coach Core, as it gives young people a fantastic opportunity to develop while being introduced to employment. The positive support network makes everything easier!"

# Glasgow Life Events



Working with sport colleagues, Glasgow Life Events developed a year-long programme to celebrate the city being named European Capital of Sport 2023. Building on the profile and massive scale of hosting the UCI Cycling World Championships, this was woven around public health, sports participation and encouraging physical activity.

Glasgow continued to showcase itself as a world-class events destination in 2023/24.

Glasgow Life Events delivered the city's annual cultural and sporting events. Working in partnership with Arts and Music; Glasgow Mela, an outdoor celebration of multi-culturalism and diversity, brought 20,000 visitors to Kelvingrove Park in June, despite poor weather conditions. The Great Scottish Run was again a huge success with over 21,000 entries. Glasgow Green hosted the World Pipe Band Championships with an attendance of 35,000.

Glasgow Life supported other core annual events, such as Glasgow Film Festival and Glasgow International Comedy Festival. Piping Live! was attended by over 31,000 people in August, 70% more than the previous year.

Glasgow further strengthened its reputation as a leading event host city by holding several international competitions in 2023/24. The Emirates Arena played host to the World Athletics Indoor Championships in March 2024, welcoming 587 athletes from 128 nations over three days. The World Irish Dance Championships returned to



Glasgow for a record sixth time, taking place at the Scottish Event Campus (SEC) in late March 2024.

## UCI Cycling World Championships

Glasgow demonstrated its world-class ability as a host city for major events when it held the first-ever UCI Cycling World Championships in August 2023. The Championships were the biggest cycling event in history, bringing together 13 individual world championship disciplines into one mega event.

The main events were supported by GO LIVE!, a programme of activity which took place across the city

throughout the Championships. GO LIVE! celebrated and promoted healthy and active lifestyles across sport, culture and the arts.

The Championships were attended by over 580,000 people in Glasgow, and contributed £129 million to the city's economy.

The Championships aimed to be open to all, and a survey showed 87% of spectators felt the championships were inclusive while 93% of spectators with physical or mental impairments, illness or disability felt the event was accessible. The Championships also encouraged long-lasting change; so far, more than £6 million has been invested in cycling facilities across Scotland.

# Visit Glasgow

Glasgow Life's Destination Marketing team builds Glasgow's reputation as a world-class events, conference, and leisure break destination.

Our marketing campaigns target domestic audiences (London and south-east and north England), plus the US, Germany, France, and Canada.

A campaign targeted at Eurovision audiences achieved 10.7 million impressions and over half a million video views. Promotion of the Mackintosh Trail led to a 577% rise in page views and a 317% increase in the number of Mackintosh venue links clicked. Our winter campaign delivered almost 30 million impressions.

We worked on two partnership campaigns with VisitScotland and Caledonian Sleeper, followed by Avanti West Coast, to promote sustainable travel.

A new creative – 'scenes and scenery' – was launched



to promote the city as the gateway to Scotland. This was used in autumn and spring domestic campaigns and an international brand-building campaign in the US. The campaigns achieved 14 million impressions and one million video views. International activity included a four-month marketing campaign with Expedia. This brought in \$1.4 million of bookings from 4,400 passengers, who booked 700 airline tickets and 4,200 room nights.

We worked with US-based CIE Tours to deliver a webinar to over 400 American travel agents, which led to coverage

in trade publications and our marketing materials being sent to 5000 agents.

We also produced our first campaign with Skyscanner in Germany. This activity resulted in £1 million in bookings from 2,200 passengers, who booked 3,200 room nights. It reflected a 41% year-on-year increase in clicks on flight bookings and a 25% year-on-year rise in searches for flights to Glasgow from Germany.

## Winter campaign

Our partnership campaign with VisitScotland and Avanti ran from 21 August until 1 October 2023. The campaign targeted audiences in London and the south-east, as well as areas farther north on the Avanti West Coast line.

The messaging was 'choose your own adventure', promoting Glasgow as a Scottish city and showcasing our 'back garden' and the ease of access to the west coast of Scotland. The campaign featured social media and InVibes ads that used either a scroll or swipe motion to show interactive messaging and imagery such as 'lochside or riverside'.

Our media partnership with Vice included an article and display ads. We also partnered with the influencer Macerly, who promoted content on her TikTok, Instagram and YouTube channels to over one million followers. The paid media and influencer activity resulted in 6.75 million impressions. The campaign landing page had a dwell time of just over five minutes, three minutes above the industry benchmark.



# 30 million

Impressions delivered through our partnership campaign with VisitScotland and Avanti.

# Tourism and Conventions

Glasgow is recognised as a world-leading business events destination. This was again proven when Glasgow Convention Bureau was named the UK's Best Convention Bureau for a record 17th consecutive year in 2023. Glasgow Convention Bureau worked with the city's academic community, hotels and venues to host more than 122,000 delegates across 370 conferences in 2023/24. These conferences were worth over £145 million in delegate spend.

Our Tourism and Conventions team continued to build on their commitment to sustainability, with Glasgow keeping its place in the top 10 of the Global Destination Sustainability Index of over 100 tourism and events cities. Glasgow ranks number one in the UK, and eighth worldwide.

In 2023, the Convention Bureau partnered with AccessAble and the Royal College of Nursing to launch a first-of-its-kind registry for delegates looking for access information on the city's hotels and conference venues.

Last year, there were four travel trade familiarisation visits for UK and international buyers. The team delivered four in-person Glasgow Life member events for 330 attendees and held various online educational sessions for the tourism and events industry. Glasgow Convention Bureau also represented Glasgow at tradeshows to connect with trade intermediaries and conference clients and promote the city's travel trade and conference offering.



**Glasgow is first in the UK on the Global Destination Sustainability Index.**



## BritSpine23

The leading conference for spinal surgeons and healthcare professionals, took place in Glasgow in April 2023. The event highlighted the importance of musculoskeletal health and wellbeing, particularly in relation to back health.

Over 200,000 people in Glasgow live with musculoskeletal disorders, one of the leading causes of disease and injury in Scotland.

Glasgow Convention Bureau partnered with BritSpine and charity Versus Arthritis to widen the impact of the conference into Glasgow's communities. A BritSpine Back Health Day was held in April 2023 in a city centre venue

and included myth-busting sessions with an expert physio, physical activity tasters, workplace set-up demos and general information.

More than 60 people took part throughout the day and members of the public were given access to back health information. The day also let regional Versus Arthritis groups and local volunteers meet with the public.

The success of the event was recognised with a Scottish Parliament motion of commendation and the presentation of the Partnership Award at the 2023 Association of British Professional Conference Organisers Excellence Awards.

# Volunteering



Our volunteers provide an invaluable contribution to supporting people and communities across Glasgow.

# Making a difference

As one of Scotland's largest charities, our volunteers are at the heart of so much of what we do, and we are incredibly grateful to all of our volunteers for their passion and commitment supporting people and communities across Glasgow.

The past year was our biggest on record, with more than 6,000 volunteers choosing to support Glasgow Life's programmes and events; collectively donating more than 100,000 hours of their time.

From providing a friendly welcome across our major cultural and sporting events, including Celtic Connections; the UCI Cycling World Championships and the World Indoor Athletics Championships, to leading and supporting activities

each week across our venues, our volunteers play an integral role in the delivery of our mission.

In June 2023, we launched our new Glasgow Life Volunteering Strategy 2023-2026, setting out our vision and aims for volunteering over the next three years. Over the past 12 months, we also refreshed our Volunteering Policy; developed new employee and volunteer training resources; improved our monitoring and reporting processes; and reviewed our reward and recognition offer.

Additionally, we launched our Gateway to Volunteering programme, which aims to remove barriers to volunteering by providing training and support to help people start their volunteering journey in sport, and we strengthened relationships with our partners, stakeholders, and community networks to encourage and attract volunteers from under-represented groups.

Some 96% of our volunteers rated their experience with Glasgow Life in 2023/24 as either very good or excellent, while 90% said they felt they had helped others or given something back to their communities and the city.



## Eilidh's story

"I've volunteered at Celtic Connections three times now, and would definitely recommend it as an experience. The most enjoyable thing about volunteering at Celtic is you get to meet so many fascinating people; musicians, staff and the public alike, and enjoy incredible live music while taking part in one of the biggest city-wide events of the year.

"As a Glasgow Life volunteer, I felt like a valued member of the team and there's such a supportive environment where it's always possible to ask questions if you're unsure about anything. Watching the faces of an audience at a show you were involved in is genuinely magical. The arts industry is so important and through volunteering at Celtic Connections I've had the chance to experience that firsthand."



## Scott's story

"I was quite introverted when I started volunteering, but becoming a health walk leader has really given me confidence in my own abilities and I don't have any problems addressing a crowd now. It has also helped me immensely in terms of improving my health and fitness.

"Becoming part of a walking group, getting out of the house, meeting new people, and creating friendships has been wonderful. A lot of our participants come just for the social side as they like having a catch-up with a cup of tea

afterwards. Age is no barrier to volunteering and I'm always recommending it to people."



# Our people



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Creating a positive and  
purposeful culture in our charity.



# Our people

## Our Glasgow Life Behaviours

Our new 'Glasgow Life Behaviours' framework was developed in 2023 with support from over 200 colleagues across the charity. The framework explains the behaviours and attitudes required of everyone in Glasgow Life to allow us to achieve our vision.

In early 2024, over 450 managers and supervisors attended a one-day workshop to learn about our new behaviours. During 2024, managers will lead monthly training sessions with their teams to bring our new behaviours to life. The training will also help colleagues to reflect on how to use these behaviours in their role.

**James Conaghan, Learning and Organisational Development Manager, said:**

"Our behaviours play an important role in helping to shape the culture of our charity, building our capacity, and driving success in our performance as individuals, teams and as a charity. Our new framework will provide a firm foundation upon which we can deliver a powerful colleague and customer experience. It will provide consistency in behaviours across Glasgow Life, underpin effective performance, and offer a map to demonstrate guidance for progression."



## Pathway Programme

Glasgow Life's Pathway Programme was launched in autumn 2022. The aim of the Pathway Programme is to provide self-development opportunities for colleagues across the charity not currently in a supervisory role but who would like to be our supervisors and managers of the future. The programme is made up of five half-day workshops delivered over six months. Colleagues are taught how to apply the learning in their roles between sessions. Sixty-eight colleagues have attended the programme since its launch.

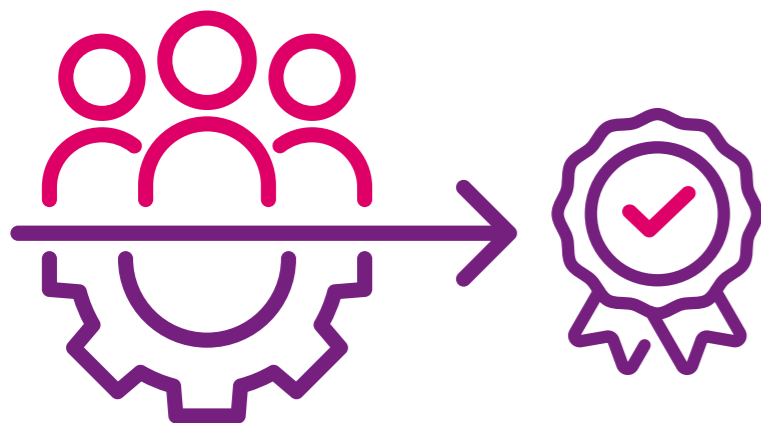


**Paul Gillan (left), Family Finances Project Officer, said:**

"The Pathway Programme has helped me a lot. I have been able to put into practice what I have learned from the programme, which I have found really rewarding. I recently learned that I have been successful in my application for a managerial position, and I am excited about my future learning journey with Glasgow Life. The Pathway Programme changed the way I look at my own skillset and self-development, and gave me the confidence I needed to put my learning into action."

**Teresa MacPherson, Learning and Development Officer, said:**

"In the past, much of our focus has been on supervisor and management development. This programme harnesses the ambitions of our frontline colleagues, creating a pipeline of talent for the future. We are excited to hear more success stories like Paul's and will continue to equip all attendees with skills to develop in their careers with Glasgow Life."



# Supporting the city's priorities



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Ensuring our contribution to the economic and social life of Glasgow.

# Supporting the city's priorities

Glasgow City Council's Strategic Plan for 2022-2027 was published in October 2022, detailing four Grand Challenges facing the city, and setting out how they will be addressed by the Council family, including Glasgow Life.

Glasgow Life contributes to meeting all four Grand Challenges through our four strategic priorities, by delivering our mission to inspire every citizen and visitor to become engaged and active in a city globally renowned for culture and sport, and by acting as policy lead for the following city plans and strategies.

- The refreshed vision for Glasgow Libraries – launched 2023.
- Glasgow Tourism Strategy 2030 – launched 2023.
- Glasgow's Culture Strategy – to be launched 2024.
- Glasgow's refreshed Events Strategy – to be launched 2024.
- Glasgow's Sport Strategy and Physical Activity – to be launched 2024.
- Glasgow's Community Learning and Development Plan – new three-year plan to be launched by early 2025.
- UNESCO City of Music – August 2023 marked 15 years since Glasgow received UNESCO designation.



## Glasgow City Council's Grand Challenges



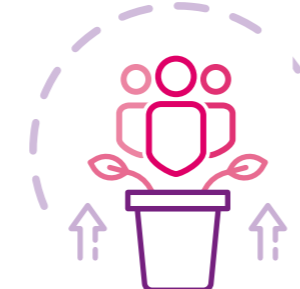
Reduce poverty and inequality in our communities.



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.



Increase opportunity and prosperity for all our citizens.





**We will advance culture and sport in the city**

In August 2023, 580,000 people enjoyed world-class sporting action as Glasgow hosted the inaugural UCI World Cycling Championships, either lining the streets or at the city's five cycling competition venues, as well as at 50 GO LIVE! free cultural and community participation events. In 2023, Glasgow also became the European Capital of Sport for the second time, with a year-long programme of activities woven around participation and public health. This built on the profile and scale of the UCI World Cycling Championships and on local, citywide, national

and international cultural and sporting events and activities.

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

An independent evaluation of Glasgow Life's Live Well Community Referral programme showed it is helping Glaswegians to live happier and healthier lives. The programme provides information and advice to people experiencing challenges and barriers to improving their health and wellbeing; supporting them to access community activities



of the programme throughout 2024/25 and 2025/26.

**We will support the vibrant city economy**

Glasgow is a world-leading events destination and one of Europe's most vibrant and diverse locations. The city has built a diverse annual calendar of events that includes events and festivals delivered or supported by Glasgow Life and Glasgow City Council, which in 2023/24 included Celtic Connections, Mela, and the World Pipe Band Championships.

**We will reinvest income to achieve our vision**

As part of Glasgow Life's ongoing sustainability strategy, in 2023/24 we invested £1.8 million in energy-related projects across our property estate. This included upgrades to building management systems, the installation of LED lighting and more energy-efficient fans, and water-saving technologies. This will continue in 2024/25 with a planned programme of more than £3 million investment in sustainability solutions. Since 2010/11, Glasgow Life has invested over £11 million in energy-saving works, which are estimated to have saved nearly 36,000 tonnes of CO2.



run by Glasgow Life and other organisations. The evaluation found that activities had clear benefits, with all participants reporting feeling more positive or happy, and 96% having improved confidence to try new things, and reporting that feelings of isolation were reduced. Almost all participants, 96%, felt they would not have taken part in activities without the support of the Live Well Community Referral programme. Glasgow City Council has made a £1 million one-off funding allocation for the expansion of the programme, and funding from the Council's Child Poverty Pathfinder has also been secured. This will support a phased expansion

# Reporting on our performance

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light courses and regular  
workshops can help you start  
business, find customers  
reach markets

get to a number of staff  
and our website for more  
information

Our work enhances Glasgow's mental, physical, and economic wellbeing.

# Income and expenditure

## Financial performance including Community Interest Company (CIC)

### Extract of unrestricted income and expenditure (including CIC)

Income	£000	%
Grants & Donations	2,848	2.09
Community Interest Company	6,220	4.56
Leisure & Cultural Activities	34,257	25.12
Interest received	2,313	1.70
Service Fee – Glasgow City Council	90,759	66.53
	136,397	

Costs	£000	%
Community Interest Company	(6,822)	5.05
Leisure & cultural activities	(128,156)	94.95
	(134,978)	
Surplus on unrestricted activities	1,419	
Reserves brought forward	618	
<b>Total Reserves</b>	<b>2,037</b>	

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

	£000
Turnover	7,008
Service fee	1,659
Interest	226
Total income	8,893
Cost of sales	(2,211)
Operating expenses	6,682 (5,405)
<b>Operating profit</b>	<b>1,277</b>

The 2024-25 target for income generated through the company's charity and CIC is as follows:

Income generation 2024/25	Target
Charity	£26.7 million
CIC	£7.2 million
<b>Total</b>	<b>£33.9 million</b>

# 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 (2023-25)
- Glasgow City Council's Strategic Plan (2022-27)

We use the Glasgow City Council family RAG rating system to demonstrate progress against targets:

R	A	G
> -5% (or lower)	-2.5% to -4.9% below	-2.49% (or higher)

During 2023/24 we agreed to report to Glasgow City Council on the following key area:

Measure	2023/24			2024/25
	Actual	Target	Status	Target
The number of attendances at Glasgow Life directly managed venues including festivals and events	14.9 million	12.4 million	G	14.8 million

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	2023/24			2024/25
	Actual	Target	Status	Target
Attendances at Glasgow Life directly managed venues, including festivals and events	14,850,530	12,395,756	G	14,751,375
Glasgow Life Museums	4,016,244	3,161,000	G	3,502,386
Glasgow Life Arts, Music & Cultural Venues*	412,198	525,000	R	530,000
Glasgow Life Libraries	3,996,713	3,391,752	G	4,192,655
Glasgow Life Community Facilities**	783,832	496,443	G	799,459
Glasgow Life Sport	4,733,840	3,936,000	G	5,237,544
Glasgow Life Events	907,703	885,561	G	489,331

\* Does not include Mela (20,000) which is included in the Events figure, as are the targets for Mela, Merchant City Festival and Glasgow International for 2024/25.

\*\* In 2023/24, the management of public halls transferred from Arts, Music and Cultural Venues to Community Facilities. Consequently, Arts, Music and Cultural Venues' targets decreased by 4,000, while Community Facilities' targets increased by the same amount.

Destination Glasgow	2023/24			2024/25
	Actual	Target	Status	Target
Economic value of conferences	£145 million	£90 million	G	£120 million
Economic value of conference sales won for future years	£150 million	£115 million	G	£120 million

With  
thanks

*Celtic CONNECTIONS*

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To the people, organisations  
and businesses who make our  
work possible.




# With thanks

Our sincere thanks go to the partners, funders, individuals and organisations who have so generously supported our charity in 2023/24, including those who chose to give anonymously. Every single donation helps people to enjoy a great Glasgow life.

A E B Charitable Trust  
AMW Charitable Trust  
Art Fund  
Bloomberg  
Bòrd na Gàidhlig  
Caledonian MacBrayne Limited  
The Chester Civic Trust  
Creative Scotland  
Culture Ireland  
The Dugald M Lindsay Charitable Trust  
The Dunclay Charitable Trust  
The Educational Institute of Scotland  
Emirates  
Energy Saving Trust  
European Commission  
EventScotland  
The Fidelity UK Foundation  
The Finnis Scott Foundation  
The Foyle Foundation  
Friends of Glasgow Museums  
The Gannochy Trust  
Garfield Weston Foundation  
Glasgow City Council  
The Glasgow Dean of Guild Court Trust  
Glasgow Health and Social Care Partnership  
The Gordon Fraser Charitable Trust  
The Headley Trust  
Historic Environment Scotland  
The Hugh Fraser Foundation  
The Hunter Foundation  
JSMMcN Charitable Trust  
James T Howat Charitable Trust  
Landsec  
The Leche Trust  
Lyon & Turnbull

The Matheson Todd Charitable Trust  
Merchant Square  
Mr and Mrs William Donald's Memorial Trust  
The Murdoch Forrest Charitable Trust  
Museums Galleries Scotland  
The Nairn Family Trust  
Nancie Massey Charitable Trust  
National Library of Scotland  
The National Lottery Community Fund  
The National Lottery Heritage Fund  
The Open University in Scotland  
The Pilgrim Trust  
RBC Brewin Dolphin  
The Scottish Government  
Scottish Library and Information Council (SLIC)  
Sir William Burrell Trust  
Skills Development Scotland  
The Tay Charitable Trust  
The Taylor Family Foundation  
The PF Charitable Trust  
The Strathmartine Trust  
Tilda Ltd  
Trades House of Glasgow  
The Turtleton Charitable Trust  
UK Government  
UKSE  
The W A Cargill Fund  
The W M Mann Foundation  
Waterstones Booksellers  
The Weatherall Foundation Trust  
The Wolfson Foundation





**We believe in the power of culture and sport to transform people's lives.**

As a charity, we rely on your support to help more people live a great Glasgow life. Visit our website to find out how you can get involved.

**Glasgow Life**

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

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

