

A man and a woman are standing in a grand, ornate room, possibly a museum or gallery. They are both wearing face masks. The man is on the left, wearing a blue denim shirt and a blue patterned face mask. The woman is on the right, wearing a dark red top and a black face mask. The room is filled with numerous balloons, each featuring a different human face. The balloons are suspended from the ceiling, which has a large skylight. The overall atmosphere is one of a public event or exhibition.

Glasgowlife

**Annual Review
2020/21**

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

Glasgow Life 2020/21



A ban on mass gatherings of over 500 people was implemented across the UK on 12 March, on the 18 March all of the 171 sites managed by Glasgow Life closed and a nationwide lockdown began from 24 March.



From June to December there was a phased reopening of 61 venues, in line with the Scottish Government's Route Map and Protection Levels.



There was a return to Level 3 on 11 December, allowing a partial reopening but venues were required to close again from 26 December when the city returned to Level 4 restrictions and then into enhanced restrictions from 5 January. For the remainder of 2020/21, the majority of Glasgow Life venues remained closed, with the exception of a small number delivering essential childcare, venues supporting tenants who deliver permitted activities, food distribution centres and some outdoor sport facilities, as well as those which accommodate professional and elite sport clubs and organisations.



On 8 March 2021, Glasgow City Council announced a £100m financial safety net for Glasgow Life which allowed the identification of a further 17 facilities for reopening, taking the total number of venues planned to reopen to over 90.

2020

Throughout the lockdown of the city, Glasgow Life embarked upon recovery planning; identifying venues and services with the potential to safely reopen and restart, operating within the Scottish Government's Route Map.

In November the St Francis Community Centre became the first of 10 Glasgow Life venues to host testing or vaccination centres.

2021

On 2 November local protection levels were introduced with Glasgow in Level 3, allowing the reopening programme to continue. However on 20 November Glasgow moved to Level 4 resulting in the closure of the majority of reopened venues.

On 23 March 2021, 10 Glasgow Libraries reopened to allow essential PC and internet access in communities across the city.



Welcome from our Chair



Glasgow Life's year in review tells the story of 12 months which presented immense challenges for all of us.

It reflects the tremendous upheaval, the unrelenting demand to respond to circumstances and the huge amount of change Glasgow Life has undergone.

There is no question that we have had to move more quickly than we would have imagined both in terms of how we delivered for the public and how we adapted to meet the financial challenges caused by the pandemic.

The loss of £38m of generated income over the year fundamentally undermined our ability to do as much as we used to for the benefit of communities across the city. The support of Glasgow City Council has been instrumental in allowing Glasgow Life to continue delivering cultural and sporting services so valued by the city.

This Annual Review shows how we helped Glasgow through lockdown, how we helped people in every part of the city stay connected to places they love, supporting businesses we all rely on for jobs and prosperity, and how we helped keep people as fit and as active as possible while they were at home.

As always, Glasgow Life's Annual Review simultaneously shows how we change lives for the better and the ways we make Glasgow a better place to live in, work in and to visit.

It is an unequivocal record of how much Glasgow Life delivers for the city and all its people.

Like many of you, I am pleased to be drawing a line under the last year and I can't help but look forward to what I hope is a swift recovery for Glasgow. Now more than ever we need to make sure everyone gets the opportunity to live a great Glasgow life.

Councillor David McDonald
Chair, Glasgow Life

A message from our Chief Executive



Reflecting on the last 12 months for Glasgow Life, I don't doubt that this has been a year like no other for everyone, which none of us could have predicted.

The global pandemic and repeated lockdowns has had far-reaching consequences for the people who love the venues and services we deliver, as well as for our staff.

It has forced enormous change on Glasgow Life as we discovered new ways to work on behalf of the people of the city.

Our workforce deserves fulsome praise for the way they have adapted to a series of circumstances where the only constants appeared to be uncertainty and change. I am enormously proud of the way Glasgow Life responded to the pandemic.

As you read through the following pages, you will see how teams engaged audiences, delivered services and continued to be the most widely used charity in Glasgow.

The appetite for some of our services being delivered using technology has been a

particular feature of the last year and we need to continue to respond to where our audiences want to find us.

The impact of the pandemic on the charity is significant, dramatically reducing our finances, our scope and reach in the short term, meaning some of the new methods of delivery we've adopted will continue.

We will still be helping Glasgow along the path to recovery, supporting the wider return to some degree of normality throughout the city and the whole country.

The Glasgow Life mission remains the same; to inspire every citizen and visitor to become engaged and active in a city globally renowned for culture and sport.

Our cultural and sporting programmes, experiences and events promote inclusion, happiness and health while also supporting the city's visitor economy.

They enhance the city's mental, physical and economic wellbeing and are needed now as much as ever.

Dr Bridget McConnell CBE
Chief Executive, Glasgow Life

Our
people

PEOPLE
MAKE
GLASGOW

Adapting our services

Working innovatively to create opportunities for everyone in Glasgow to share a better and brighter future.

Our people

Glasgow Life has always recognised that our staff are our most valuable assets. Covid-19 presented many different challenges, from venues closing and alternative methods of service delivery to changing work practices.

Despite these issues, our teams responded in innovative and valuable ways. Here are just a few examples of how some staff have adapted their day-to-day working lives over the past 12 months to continue to benefit the people of Glasgow.



For the Love of Gowns

Elizabeth Devine, Gallery Assistant, Riverside Museum

When museums were shut in March 2020, Elizabeth found herself at home with a lot of unexpected free time. She wanted to put her sewing skills to good use and volunteered with NHS Scotland to make gowns for GPs.

Elizabeth said:

"I was looking for something to do while not at work and thought I could help with the crisis around PPE for the NHS. I'm a qualified dressmaker and seamstress so I registered to join NHS Scotland's appeal, making gowns and scrub bags for GPs."

"As well as sewing the gowns, I also helped coordinate volunteers, making sure they all had enough fabric and arranging for pick-up and delivery of the finished gowns. Every volunteer was given guidance on staying safe and all the fabric was boil washed when received, and boil washed again once completed, before being ironed and packaged for delivery to GPs throughout the city."

Employer Supported Volunteering Programme

Joyce MacDonald, Assistant Manager, Glasgow Club Bellahouston

When our Glasgow Club facilities had to close during lockdown in 2020, Joyce from the Glasgow Sport team decided to make good use of her time by volunteering with the British Red Cross.

Joyce told us:

"Our facility had to close, so I applied for one of the Employer Supported Volunteering roles with the British Red Cross."

"I volunteered as a call handler, processing incoming referrals for people in need of food pack deliveries, toiletries, gas and electric payments. It was humbling to hear some of the background stories of our service users, and it was great to be part of a programme that helped hundreds of people every day."

"Volunteering gave me great satisfaction, knowing I was helping to making a difference to the people of Glasgow in a time of need."

Pop-up outdoor children's library

Anne Roche, Glasgow Life Assistant

Anne is usually based at Anniesland Library, but from January to March 2021, while venues had to remain closed due to ongoing lockdown, Anne ran a popular (Covid-safe and socially distanced!) outdoor library for her local community in North Kelvin Children's Wood and Meadow.

Anne said:

"After chatting to parents about how much they were missing the library, I decided to find a way for children to meet up safely and to enjoy taking out new books again. I volunteer with the G20 Youth Festival charity and with their help we put out a request for donations of good quality children's books."

"Once sanitised and quarantined, I set up book-lending sessions twice a week from North Kelvin Children's Wood. No matter the weather, the children, and parents, really enjoyed meeting up for stories and games."

Our
services

Providing a great Glasgow life for everyone

To inspire every citizen and visitor to become engaged and active in a city globally renowned for culture and sport.

World class attractions

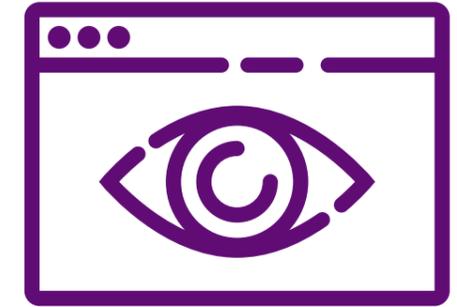
All nine Glasgow Museums, the City Archives and Special Collections housed at The Mitchell Library, and the Collections Showcase at Kelvin Hall were forced to close in March 2020, as part of the first national lockdown.

As well as continuing to maintain and secure buildings and the collection, our response was to implement creative alternatives to continue delivering our vision of connecting people, objects and place. We focused on

reducing isolation, supporting mental health and wellbeing, linking in with blended home learning, and enabling people, locally and globally, to access culture and heritage from home.

Social media posts, podcasts and videos with curators increased our engagement with online audiences.

More information about the collection was made available online, including almost 6,500 additional images and 7,500 enhanced collection records.



64%

increase to views of our museum collection via our Collections Navigator website and 30,000 new users recorded across more than 47,000 sessions.



As restrictions were relaxed in July 2020, rigorous recovery planning was undertaken. This was coordinated with peers from across the sector to ensure a consistent and informed approach. It enabled Kelvingrove, Riverside and The Gallery of Modern Art (GoMA) to reopen to the public.

Since its launch in January 2021, GoMA at Home has engaged with over 800 participants of all ages and backgrounds, delivering sessions for families, new parents and babies, BAME groups, adults and young people. We have also hosted artist-led events, creating much-needed opportunities for artists to sustain their practice.

GoMA at Home has had a positive impact on participants' mental wellbeing; making connections in a time of isolation and promoting the city's art scene and collection to people living in and outside Glasgow.

A regular attendee at Art for Baby, part of the GoMA at Home programme, said:

"I can't praise these classes highly enough. I have struggled being a single parent and this is a safe, welcoming space to socialise with my baby. The opportunity to be creative always improves my mood and wellbeing."



Art and music lovers

Glasgow Arts, Music and Cultural Venues saw all their venues close and services halt in March 2020 with the first of the national lockdowns. With venues closed to the public the teams worked to adapt their offer to ensure continued access to services for their tenants, partners and audiences.

Artists in Residence project

The ambitious Creative Communities: Artists in Residence project entered its second phase, continuing throughout the lockdowns, offering continued support to freelance artists and helping to reduce isolation in communities. Artists in Residence enabled the delivery of programming supporting areas such as mental health and wellbeing, Gaelic learning and COP 26.

Celtic Connections

Celtic Connections took place in a digital format over 19 days in January and February 2021. The programme saw over 30 specially-commissioned projects and performances featuring 100 artists, filmed across many of Glasgow's much-loved venues. Audiences from over 60 countries bought over 27,000 tickets and viewed over 10.5m minutes of musical entertainment.

Glasgow Mela

Glasgow Mela took place virtually from 20-30 September 2020. Delivering the festival digitally enabled Glasgow Life to keep the profile of the festival high, celebrating 30th anniversary year. The 40 performances streamed online received around 9,000 views.

Merchant City Festival

Merchant City Festival took place online on Saturday 5 July. The programme consisted of an online symposium for outdoor arts professionals based in Europe, followed by a programme of 32 outdoor performances by 82 artists. The festival received 2,100 views.



Tramway

Tramway reopened in October 2020 with reduced capacity and opening hours and pre-booking of visits required, for an exhibition by Rajni Perera which attracted over 1,100 attendances. Tramway ran a series of programmes online such as the Tramway Evolves workshops and Tramway TV, which showed 28 pieces of digital performance and visual arts content with nearly 22,000 views.



Arts, Music and Cultural Venues received funding from Creative Scotland's Government Performing Arts Venues Relief Fund. This allowed the service to:

- Support resident orchestras and artists/freelancers.
- Deliver two Dementia Friendly Concerts, recorded at Tramway and released on Glasgow Life's YouTube channel, as part of Celtic Connections.
- In partnership with Glasgow Communities, deliver a live, online St Patrick's Day Concert, which was viewed in care homes across the city, and three Dementia Friendly Concerts.

Glasgow reads

Despite the challenges of lockdowns and service disruptions since March 2020, Glasgow Libraries' core functions of providing reading materials and access to digital services for the hardest hit communities remained our priority. Covid-19 forced the closure of libraries and made access to critical services disappear overnight.

In response, many essential services were quickly moved online.

2020/21 has also seen the highest ever level of issues from our eOffer, with over 646,000 titles issued.

The Summer Reading Challenge, Bookbug and many events also moved online. We supported small and new businesses to transfer to our digital offer, with remote digital workshops developed and delivered by upskilled staff.

We engaged with partners to help support the city's economic recovery.



Additional investment in our eOffer created a wider and increased selection of eBooks, eAudiobooks and eMusic, resulting in a 90% increase in new borrowers.



We worked hard to ensure that some of the most important services which couldn't be offered online remained available:

- Modifications were made to allow PC access in some libraries.
- Macmillan at Glasgow Libraries developed their information and advice service to engage with customers by telephone.
- DigiPals supported people through a dedicated Digital Support Freephone Helpline helping resolve technical issues with school iPads and other devices, connecting to WiFi and accessing online learning.

- From June 2020, targeted outreach activity supported the city's most vulnerable families to continue with their learning throughout the summer holidays during lockdown.

- Over 23,000 items were gifted and distributed to families, with packs for early years and primary aged children, and packs supporting programming like the Summer Reading Challenge, Bookbug and Gaelic Bookbug.

- Additional items were gifted to early years, primary and secondary schools to support children impacted by Covid-19 who had fallen behind with their learning.

The Family Finances Key Worker's support service launched in September 2020, forming part of a multi-partner approach to reducing child poverty in the city.

The project aims to support parents to increase their household income through reducing barriers to employment and improving their financial capability, by integrating employability and financial support services. Since launching, the team has received 120 referrals and delivered more than 400 support sessions, helping families to achieve financial gains of £10,000 and managing over £21,000 worth of debt. Twenty-six parents have progressed onto training opportunities, with six securing employment.

Glasgow communities



Glasgow Communities aims to create opportunities for the people of Glasgow to participate in cultural and sporting activities on their doorstep, while also supporting their learning aspirations. These ambitions were hindered in March 2020 with the closure of all community facilities, the suspension of all community and learning programming and all staff restricted to

home working. Communities across Glasgow were confined to their homes, with those who had previously used Glasgow's community centres for social interactions or to access programming unable to do so.

Glasgow Communities strived to provide space for local businesses to continue to operate, and worked with partners to

deliver key services across the city. Seven community centres reopened for existing tenants to deliver essential services, such as childcare, adult care and emergency food distribution. The teams worked hard to ensure that facilities which couldn't reopen to tenants could still serve the community, with some centres reopening to support the recovery from Covid-19 by hosting testing and



Over 300 programmes resumed online or over the phone, attracting over 1,400 learners.



vaccination facilities. Learners from across the city were initially unable to access programming due to the closure of all venues, leaving some feeling isolated. Glasgow Communities worked to adapt programming to allow as many learners as possible to continue with some form of learning.

Glasgow Communities' Adult Literacy and Numeracy programming resumed following lockdown with a phased approach, including ongoing contact with learners and signposting to existing online services, before later moving to online delivery by supporting learners to join via video call.

Learners were delighted with the opportunity for social interactions and to resume their learning, with one participant saying:

"I live with my parents. I've been feeling a bit isolated, sitting in the house. I feel like my freedom's gone. I know why. It's understandable. At the moment, I'm battling anxiety and depression, but the classes are good, it's good to talk to somebody. It's good to be doing something to educate myself. I want to improve my reading and writing, just like before and I want to finish my SQA. Thinking about my writing is getting my mind going and gets my mind off my anxiety and depression."

Live an active Glasgow life

Glasgow Sport operates the largest civic sports network in Scotland, from gyms and swimming pools to pitches, courts and tracks; spanning a wide variety of sporting disciplines.

Our Sports Development team works with partners from third sector and voluntary organisations to support hundreds of clubs across the city, with the aim of engaging all Glasgow citizens to help them get more active, more often. Covid-19 restrictions led to unparalleled challenges for sports clubs and a change to the support required.

In June 2020, Glasgow Sport conducted a Covid-19 Club Survey to understand the support needed to survive and restart community activity safely. The survey received 65 responses from over 40 different sports and activities and informed the launch of Glasgow Sport's #readysteadygoagain campaign, which included:

- The creation of a Sports Organisation Support Covid-19 Fund
- Ongoing support from Sports Development Team
- Regular newsletters



Glasgow Life sports clubs provide opportunities for thousands of Glasgow's citizens to be active each week while providing a safe, organised environment to connect with others. The positive impact they have cannot be underestimated.

"The funding allowed us to provide each team with the personal protective equipment (PPE) necessary to restart formal training. To be able to provide this facility safely for all these kids, whether they are members of our club or not, is both humbling and exhilarating.

Kids have gone without so much this year and we cannot ignore the effect this also has on families and parents knowing there is somewhere that their kids can go, exercise and safely enjoy themselves in these very strange times."

Hillwood Boys Club



- Covid-19 support for clubs website section

- #readysteadygoagain Health Check for clubs

The Sports Organisation Support Covid-19 Fund has been used to cover lockdown costs including insurance and utility bills as well as restart costs such as sanitiser and cleaning products.

£70,000

created a #readysteadygoagain fund that helped support 67 sports organisations, including 12 Community Sport Hubs, and the restart of 32 different sports and activities in Glasgow.

Virtual events

The world-class events Glasgow Life manages, supports and delivers for the city would, normally attract a diverse range of local, national and international visitors. These events would, in a typical year, contribute approximately £26.5m to the local economy. As a result of the restrictions on mass gatherings from March 2020, the majority of Glasgow's key events were cancelled or postponed.

Glasgow Life's Events team refocussed on a range of tasks including: cancellation management; scoping alternative models for event delivery by developing new formats and investing in online platforms; and advocating for the safe return of events by taking a role on the newly created Events Industry Advisory Group.

Merchant City Festival, Glasgow Mela and Piping Live! were reimagined and, as a first for Glasgow Life, delivered through online programmes, which included talks, workshops and live streaming performances. These events supported artists and performers to continue working.

Feedback was very positive, with audiences delighted to see the return of some of the city's much-loved events. Glasgow Mela was nominated in the UK Bhangra Awards 2020 for Best Online Mela.

Glasgow's Fireworks and Christmas Lights Switch On Events didn't take place, but the city enjoyed a spectacular festive light experience illuminating the City Chambers following a virtual Christmas lights switch-on event. In August 2020, we marked the "three years to go" milestone to the UCI Cycling World Championships with a series



of films and media engagement highlighting the opportunity the event presents for the city. A Glasgow-specific film captured footage of people using bikes in the city for sport, active travel and recreation. This complemented the Championships film, which promoted the message #powerofthebike.

Glasgow Film Festival successfully delivered its first-ever digital festival in February 2021 with an estimated 41,191 attendances, including its industry screenings.

While managing the immediate response to the

pandemic and advocating for a safe restart of events, we have also focussed on building the city's future events calendar to support recovery. Bids continue to be progressed to secure future international sports events, and work continues with partners and stakeholders to scope future cultural opportunities.

Celtic Connections

Celtic Connections 2021 took place in a digital format between 15 January and 2 February 2021.

The programme was made up of unique digital content

from over 30 specially-commissioned projects and performances featuring 100 artists, filmed across many of Glasgow's much-loved venues. As well as supporting the music sector in Scotland, international artists contributed to the diverse line-up by recording performances in over 10 locations, including Mali, Sudan, Nashville, Sweden, Denmark, Ireland and Rajasthan. Audiences from 65 countries bought over 27,000 tickets and passes, and viewed over 10.5m minutes of musical entertainment across 19 days.



27,687

Celtic Connections tickets sold, with more than 25,000 households watching from 65 countries.

Visit Glasgow

Glasgow Life's Destination Marketing Team is responsible for the promotion of the city to day visitor, UK short break and international tourist markets.

However, the Covid-19 global pandemic impacted every aspect of the city's activity. As a result, initial consumer content reflected messaging about public restrictions whilst promoting the 'at home' offerings developed by city businesses. Glasgow-centred content continued to inspire future visits. A newsletter signposted businesses to the latest advice and guidance from government and national agencies.

The team worked in partnership with Scottish Enterprise and VisitScotland to ensure messaging featured in national opportunities to maximise reach. Shortly after lockdown in March 2020, the Glasgow Tourism and Visitor Plan website was re-launched providing support and advice for the city's tourism sector. VisitScotland and Glasgow Life also planned, delivered, and co-hosted a series of recovery webinars tailored for businesses.

Over the course of the year, the team attended virtual tradeshows, connecting with trade intermediaries to promote Glasgow's travel trade products.



The #GlasgowIsOpen campaign launched mid-July 2020 to coincide with the reopening of the tourism sector in Scotland and provided a unifying rallying call for everyone to support the city.



As part of Celtic Connections, an inspirational film was created, promoting unique Glasgow experiences, with a 'Dream now, travel later' message. This was profiled ahead of the festival's virtual performances to thousands of fans in 65 countries.

In response to Covid-19, Glasgow Life established the Glasgow Tourism Partnership and the Glasgow Tourism and Events Group to bring partners, stakeholders and industry together to share, support and advocate for the sector. The team are also working with a range of local and national groups looking to the recovery of the Tourism and Events sector.

These industry groups include the Scottish Tourism Alliance, VisitScotland, EventScotland, VisitBritain, UK Sport, UK Inbound, the International Conference & Convention Association (ICCA), and the Association for British Professional Conference Organisers, as well as Glasgow's Economic Recovery Group. The mid-term review of Glasgow's Tourism and Visitor Plan, completed in June 2020, will assist in informing priorities for the recovery of tourism to the city, which is a key driver of the city's Economic Strategy.

Sustainable experience

In 2020/2021, Glasgow Convention Bureau secured 26 conferences for future years with an estimated value of £81m from delegate spend to help boost Glasgow's economy as the city looks to renew following the pandemic.

The team were quick to respond to the impact of lockdown restrictions by helping conference organisers who had to change planning from face-to-face to virtual. The team worked with city partners to help support over 190 clients either to postpone or cancel their meetings. There were 122 conference cancellations worth £120m in delegate spend, with 76 meetings choosing to postpone to future dates. Thanks to the flexibility and support shown by team Glasgow, these conferences will return, supporting the local economy by £136m.

Hybrid Glasgow was launched in 2020. The online toolkit offers a range of support to conference organisers to encourage delegates to enjoy Glasgow virtually.

As the city gears up to host COP26, the UN Conference on Climate Change, the Convention Bureau is keen to do its bit. Glasgow became the first convention bureau in the world to join Tourism Declares a Climate Emergency, recognising the complex nature of the tourism and events industry, its impact on the climate, and also its potential to influence positive change.

This announcement builds on the city's position as the fourth most sustainable conference destination in the world and the only UK city to be included in the Global Destination Sustainability Index.

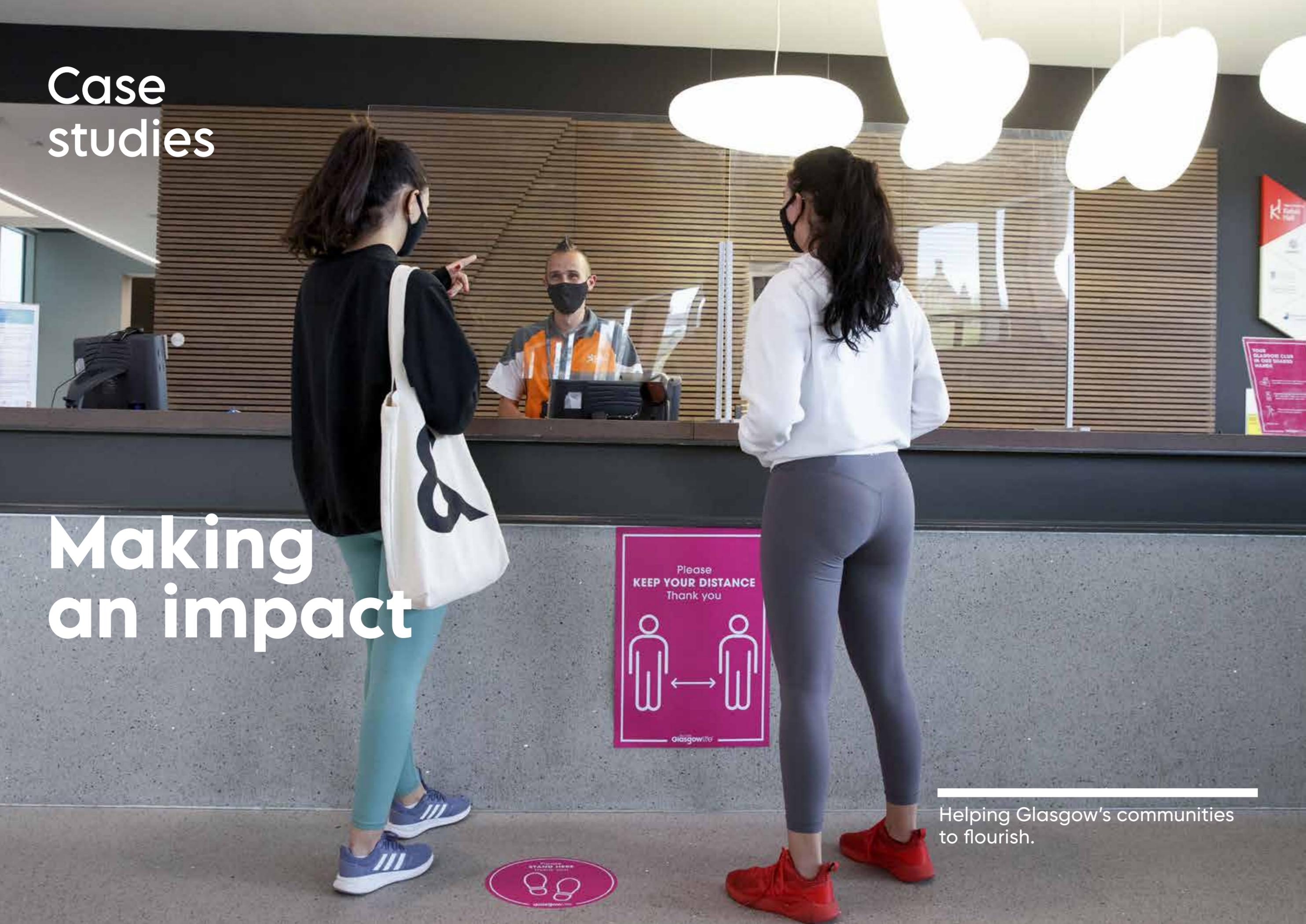


£81m

Since 1 April 2020, Glasgow has secured 26 future conferences which will collectively bring 36,000 delegates and boost the city's economy by £81m.

Case studies

Making an impact



Helping Glasgow's communities to flourish.

Get the best out of your Glasgow life

Providing a lifeline at Glasgow Libraries

Since launching in 2018, the Universal Credit support service has helped with applications and management of Universal Credit accounts. Over 5,500 people have now received support, estimated to be worth £12m. Lockdown meant many people's usual route to accessing support wasn't available. The team worked hard to make sure access was maintained throughout the year's changing circumstances.

Initially three libraries reopened offering appointments, allowing the support team to continue to work directly with those making applications. When access to the venues was no longer possible, a helpline was set up which went to support to over 2,100 people.

48-year-old Owen from Knightswood used the service:

"Nobody ever explained what I was entitled to before. I was just passed from pillar to post because nobody wants to help you. This is much more personal and much more approachable. I can't speak any more highly about the service, and I wish more people knew that this help was available."

Mohsen from Finnieston was referred to the Universal Credit Help to Claim and Maintain project by the Scottish Refugee Council as he needed help to claim Universal Credit. Mohsen was not able to navigate the benefit system unsupported as he did not speak English. With the help of an interpreter, Mohsen was able to understand what Universal Credit is, how the online account works, and what he would have to do going forward to manage his online account to ensure he could make his claim for Universal Credit and book his ID appointment with the job centre. The Universal Credit team were also able to help Mohsen apply to the Scottish Welfare Fund for additional financial support.

Supporting our digital learners at home

Throughout the pandemic, Glasgow Life's Family Learning Team were improving their digital skills to help learners across the city. The tutors received training in delivering online classes and have been supporting existing and new learners in maintaining their mental health and wellbeing.

A group of parents from Saint Roch's Primary in Royston are just one group that have

benefitted from the support of Glasgow Life to complete their Level Four Glasgow Kelvin College Community Achievement Award in 'Learning ESOL through Storytelling'.

Part of the role of a Family Support and Engagement Worker is to build relationships with parents in order to find out their learning needs, and with 43% of the school's families having English as an additional language, the Parent ESOL Group has been a lifeline for many families. The group supports parents to

improve their English, which in turn helps them to help their children's learning, reduce isolation, and increase their confidence in everyday tasks, from talking to their child's teacher to making a doctor's appointment.

In the words of one participant, "This course has helped me be more involved in the community. Now I feel more in control."

Two of the learners are now volunteering for the Healthy Living Initiative by cooking and providing their products in the Royston Community Pantry. Another is going on to study Health and Social Care at Glasgow Kelvin College and a further two have been recording their storytelling in their first language to feature on Youtube as part of the city-wide 'Families in Partnership' Project.

Left: The ESOL group with their Community Engagement Awards: Ifeoma Okonkwo, Suganthy Jeeva, Shawbo Ahmed, Salma Mohammed and Karima Mansouri.



Live Active

Glasgow Sport's gyms closed and fitness programming halted with the first lockdown, closing off many people's access to their usual fitness routines.

One such person was a young carer who first engaged with Glasgow Sport in December 2019. He was around 200kg, feeling isolated, and was looking to change his life. The Live Active team welcomed him and worked with him to create a personalised plan to help achieve his fitness goals. He soon became a regular at Gorbals Leisure Centre and Castlemilk pool, working hard to improve his health. However this stopped with the first lockdown in March 2020.

The Live Active team however continued to work with him, ensuring he had the support to continue on his fitness journey. They provided advice on how he could continue to work towards his goals with exercise routines he could do at home and advice on maintaining a healthy diet.

When the pools reopened, he was one of the first members to return. With the support of the Live Active team he was able to exceed his goals, losing 80kg, reducing his feeling of isolation and improving his

confidence. He continues to use Glasgow Sport's pools and gyms.

Glasgow Sport has long-established partnerships with third sector and voluntary organisations to create stronger, sustainable sports clubs which increase the number of Glaswegians being active. Lockdown and the restrictions imposed to stop the spread of Covid-19 led to unprecedented challenges for sports clubs.



Glasgow Sport Covid-19 Club Survey

The Glasgow Sport Covid-19 Club Survey, launched in June 2020, engaged with sports clubs to understand the support needed to survive Covid-19 and restart community activity safely. Glasgow Sport supported clubs and voluntary organisations to cover losses during the initial lockdown and cover any additional costs that would provide a barrier to the restart of sport. The Sports Organisation Support Covid-19 Fund provided £70,000 to over 60 organisations across over 30 activities.

Sport clubs provide opportunities for tens of thousands of Glaswegians to be active each week and

reduce isolation by providing a safe environment to have fun and connect with others.

The Southside Boxing Academy was one of the organisations receiving support:

"This funding has helped to save our club, it helped to pay our rent when no one was paying memberships fees and put in place health and safety measures for reopening. The funding has enabled us to help lots of children and young people during the pandemic."

Finn McHenry, 10, attended the club during lockdown:

"My mum works for the NHS, going to old folks' homes to help them. I didn't want her to go out to work; it was scary."

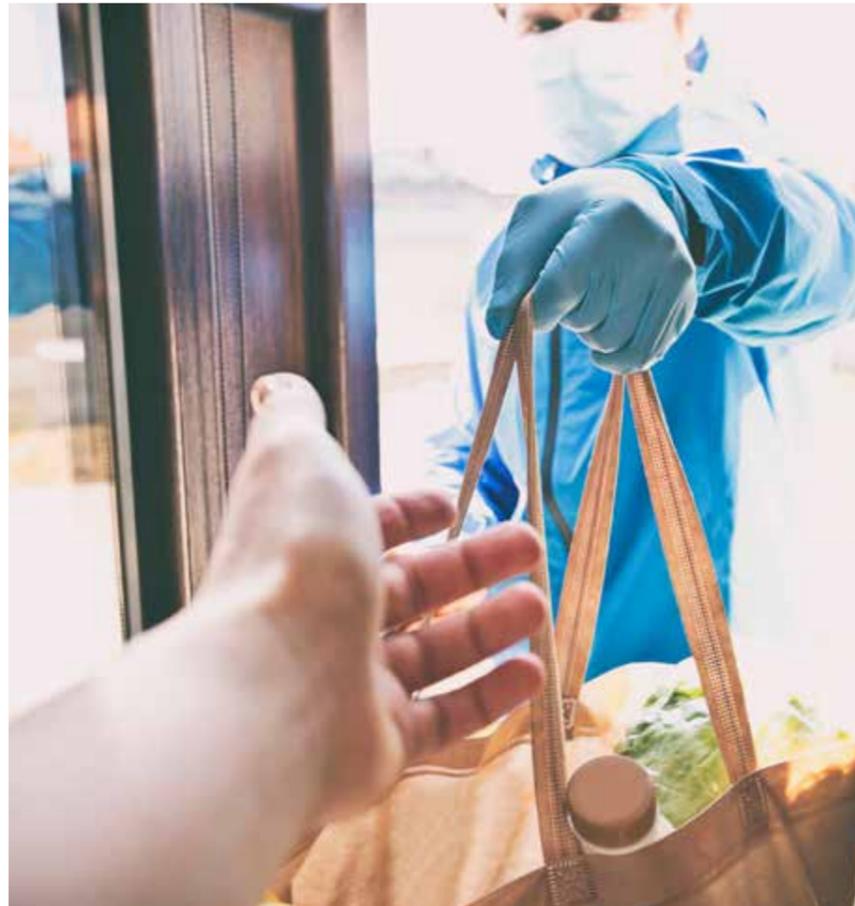
Boxing was my focus and took my mind off it. I spent time trying to do the boxing challenges and I was able to do the ladder challenge – it felt good when I did it! After training the club did 'place to talk'. I really enjoyed this bit as I got to chat with my friends. It was good to just talk to each other; we could talk about anything. My mum also took part in some of the boxing sessions and helped me with a couple of the patterns and skills."

Our
contribution

Adapting our services

Our cultural and sporting experiences, programmes and events promote inclusion, happiness and health while also supporting the city's visitor economy.

Our contribution to Glasgow



Possilpoint Community Centre opened three days a week throughout lockdown for food distribution provided by Young People's Futures, recording 23,515 visitors by the end of 2020/21.

On 18 March 2020 the majority of buildings managed by Glasgow Life closed, apart from those providing essential services such as childcare and food distribution. While normal services may have been curtailed we continued to support Glasgow and contribute to the city's response, recovery and renewal.

Volunteering

Glasgow Life worked in partnership with Glasgow City Council and Volunteer Glasgow to engage public and voluntary sector organisations in the city to benefit from additional volunteer resources. Staff from across our workforce volunteered to support the British Red Cross, Chest, Heart and Stroke and G53 Together/SWAMP.

A staff volunteer said:

"A highly rewarding experience just getting stuck in and being able to help others in need of assistance or just a friendly chat."

Vaccination and testing



Glasgow Life worked in partnership with Glasgow City Council, the Scottish Government, the NHS and the Ministry of Defence to host vaccination and testing sites in the heart of communities across the city.

Walk-through testing centres operated at Barlia Football Centre, Cranhill Community Centre, Ibrox Football Centre, Pollok Community Centre, the car park at Riverside Museum, St Francis Community Centre, Drumchapel Community Centre and the Glasgow National Hockey Centre. Vaccination centres were set up in Barmulloch Community Centre and Glasgow Clubs Castlemilk, Donald Dewar and Easterhouse.

Recovery and renewal

Innovation

While core services remained focussed on culture, sport and physical activity, learning, tourism and the visitor economy; there was a greater emphasis on digital provision, online services and blended delivery models.

Some of the city's best-loved events moved online over the past year, connecting with citizens and audiences from across Scotland, the UK and the rest of the world, to both support the events sector and showcase Glasgow while visits to the city could not happen. These included Glasgow International, the Glasgow Mela, the Merchant City Festival and Celtic Connections.

Glasgow Life's innovative Community Activation Pilot allowed more young people and grassroots organisations to access outdoor football pitches in Glasgow. Through partnering with four key anchor groups (FARE, Easterhouse Football Academy, Partick Thistle Charitable Trust and Pollok Utd) to reopen pitches at Stepford Sports Complex, Nethercraigs Sports Complex and Sprinburn Synthetic Pitch, we maximised the collective resources available, while minimising operational costs and providing facility access

to a wide range of local sports organisations.

When the country first went into lockdown, emergency funds were established to enable charities like Glasgow Life to adapt and meet people's needs.

Thanks to crucial support from the Scottish Government Wellbeing Fund, we set up a freephone helpline providing access to essential services online. We distributed 150 learning resource packs so that refugees, asylum seekers and settled migrants could continue learning English to achieve their own goals. We also established free online exercise classes for those people shielding and delivered exercise packs to those who couldn't join us online. This was a lifeline during lockdown for many.

Museums Galleries Scotland's emergency funds also supported us to buy essential digital equipment to reach audiences online, enabling us to purchase the additional resources required to safely welcome nearly 70,000 visitors back to Kelvingrove Museum, Riverside Museum and GoMA.

Creative Scotland helped us to safeguard the future of Glasgow's world-leading arts and music scene by



supporting venues including the Glasgow Royal Concert Hall and Tramway to prepare for recovery, while a grant from The Art Fund meant that new art designed to reach audiences in a pandemic context was produced across the city. Emergency cultural funds also supported Glasgow International to restage the postponed 2020 festival in 2021; a crucial step towards supporting the recovery of the city's contemporary visual arts sector and infrastructure.

The ongoing refurbishment of The Burrell Collection was also affected by the nationwide closure of construction sites. With generous additional support from Glasgow City Council, National Lottery Heritage Fund, Scottish Government, UK Government and others, we were able to continue to progress this ambitious capital project for the city.

We are extremely grateful to all funders who enabled us to continue to support the people of Glasgow during this crisis.

Joan told us:

"At 82 years old, I am not allowed out of my home at present, so I can't do my exercise class. This pack is really important to me to keep active so I don't fall again."

Impact of Covid-19 on Glasgow Life

Glasgow Life income



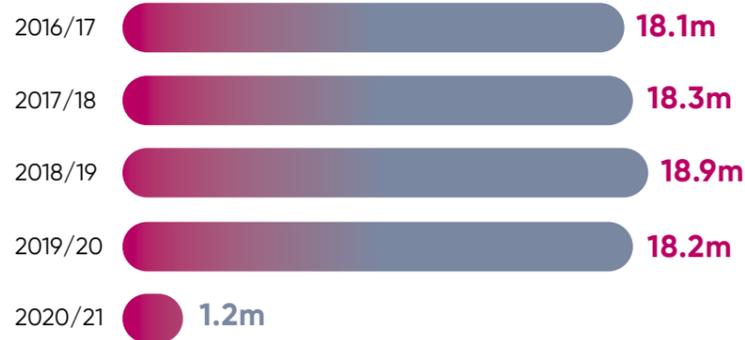
- £38m expected earned income
- £77m charity funding

Every year, Glasgow Life receives funding to deliver its programmes and services. In the pre-pandemic years this amounted to £77m from Glasgow City Council alongside funding from donations, grant-giving bodies and trusts, including Creative Scotland and other vital supporters of culture and sport. We supplement this funding with earned income from ticket sales for events, Glasgow Club memberships and venue hires. This earned income and

charity funding enables us to provide the range and scale of services we take great pride in delivering for the people of Glasgow as well as visitors to the city. Last year we expected this additional income to be £38m, and it stopped overnight when the pandemic forced us to close our venues in March 2020.

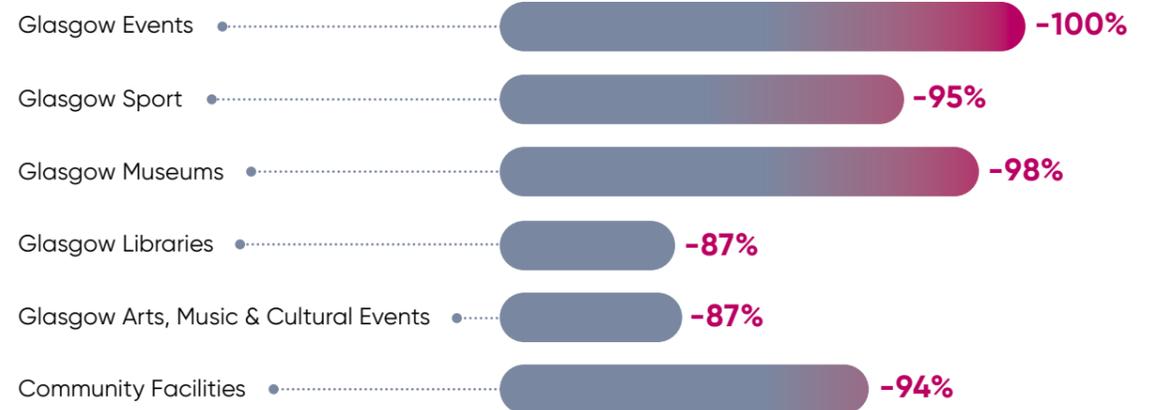
Glasgow Life attendances

Throughout 2020/21 Glasgow Life embarked upon recovery planning, identifying venues and services with the potential to safely reopen and restart, operating within the Scottish Government's Route Map. However the large-scale closure of the majority of our venues and services resulted in significantly reduced attendances and usages of our services.



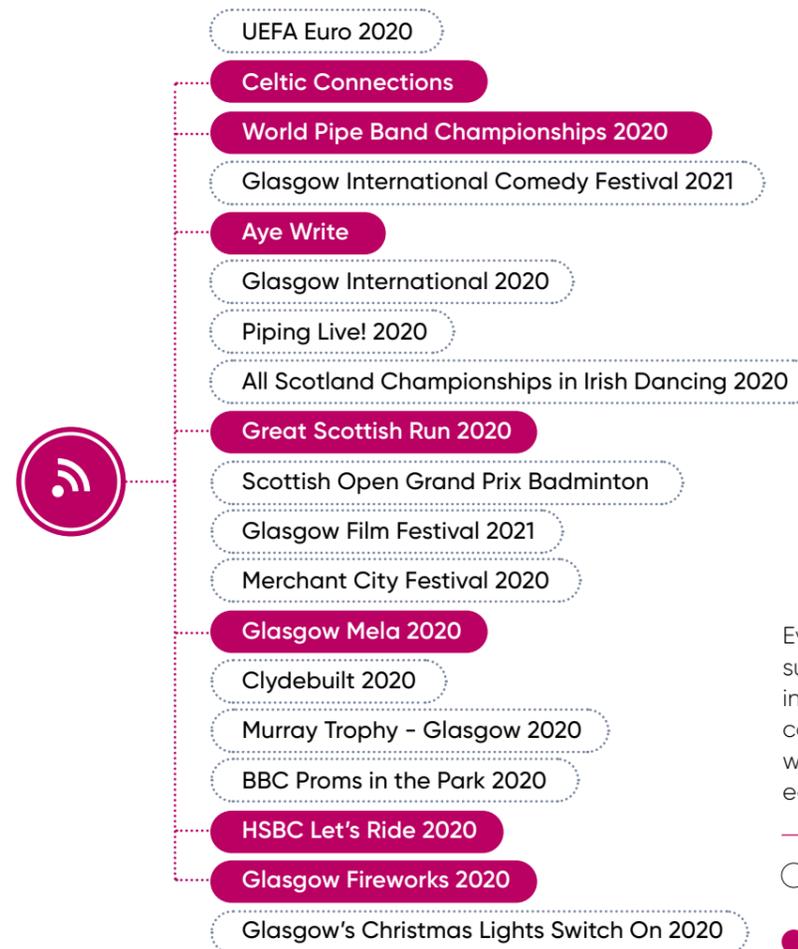
Attendances at Glasgow Life directly-managed venues, including festivals and events.

Attendances in 2020/21 compared to 2019/20



All service areas were affected and saw unprecedented reductions to in-person visits and usages.

Events and festivals overview



Events and festivals led or supported by Glasgow Life in 2020/21 either postponed, cancelled or delivered online, with the loss of a potential economic impact of £28.5m.

- Events postponed or cancelled
- Events delivered online

Managing our venues during the pandemic

During lockdown

The majority of Glasgow Life venues closed to staff and the public at some points during the lockdowns. During these times we worked with Glasgow City Council Security Services to ensure buildings were safe and secure. We also had regular liaison meetings with Police Scotland to deal with any anti-social behaviour or vandalism.

Glasgow Life staff also inspected buildings at least twice a week (in some cases daily), working through a checklist of tasks including:

- Checking site perimeters and all potential points of entry.
- Checking for any signs of forced entry or anti-social behaviour.
- Undertaking statutory maintenance requirements including water flushing, testing fire alarms, pool plant checks etc.
- Providing access to contractors for critical repairs and statutory maintenance.

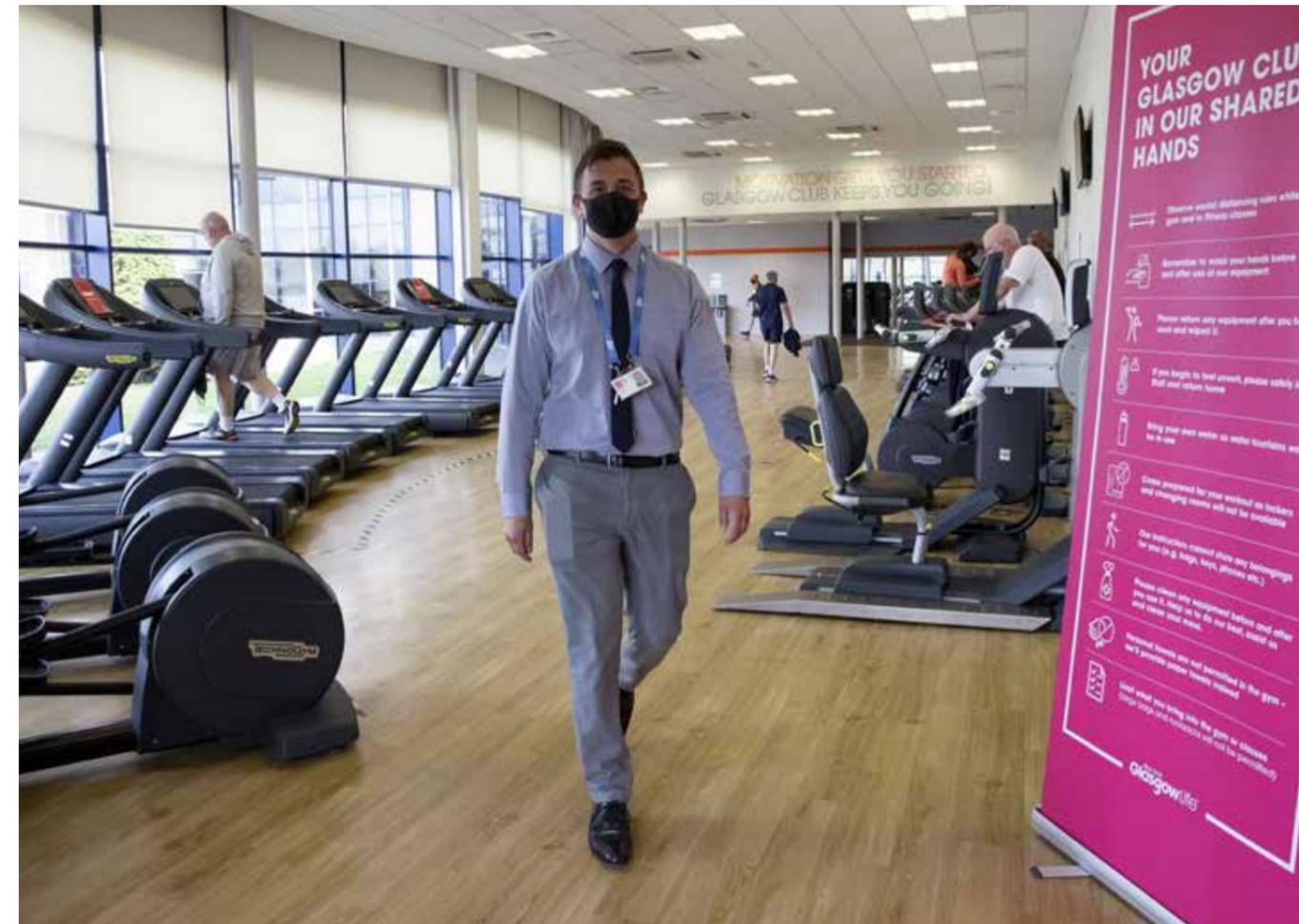
Health & Safety and supporting our staff

Health and Safety standards were maintained throughout the response to the pandemic and the ongoing recovery, supporting staff and managers to understand their roles and responsibilities and providing guidance for the safe return to venues and facilities. The processes and structures that have been developed by Glasgow Life ensured that we have been responsive to change as well as agile in our approach to recovery. Some key elements include:

- Development of Covid-19 risk assessment processes and documentation to support venue and programme recovery.
- Regular consultation with Trade Unions to promote partnership working.
- Continuous review of Scottish Government and sectoral guidance, developing processes and implementing change required to meet guidelines.
- Development of a Covid-19 Manual and Case Log to record the measures in place at each venue and provide guidance and support to rapidly-changing

circumstances including when symptomatic or positive cases were identified.

- Liaison with external partners and statutory bodies including Environmental Health, Scottish Government and the Health and Safety Executive to share knowledge and understanding.
- Covid-19 'Support Visits' assisted managers to ensure compliance and security.



Making our venues Covid-19 safe

Reopening work required in July 2020 and again in March 2021 meant staff in service areas across Glasgow Life worked together to develop a consistent and safe approach. This involved carrying out physically-distanced site visits, considering additional elements required such as signage, hand sanitiser and PPE, as well as enhanced cleaning regimes. Individual Venue Recovery Plans were drafted to capture details of the measures in place to stop the spread of Covid-19 and ensure there was clear guidance for staff. Measures included enhanced cleaning, management of capacity, additional health

and safety measures, and communicating with staff, Trade Unions, tenants, let holders and the public.

Staff returning to every venue were provided with a copy of the Venue Recovery Plan document and a Returning to Work Guide. They were supported back into the workplace through return to work training presentations and one-to-one discussions with managers. A Covid-19 Risk Assessment and Manager's Checklist were among new procedures developed to accompany the Venue Recovery Plan. To ensure staff had the right information to allow the safe reopening of venues.

Venues repurposed for different use



Testing

Seven Glasgow Life venues became Covid-19 test centres to support the effort to suppress the pandemic: Glasgow National Hockey Centre, St Francis Community Centre, Pollok Community Centre, Barlia Sports Centre, Cranhill Community Centre, Drumchapel Community Centre & Ibrox Football Centre. Govanhill Community Centre was used for a short duration as an asymptomatic test centre with Glasgow Life continuing to operate one area of the centre to support childcare provision. These venues were fully handed over to Deloitte and their contractor Mitie on behalf of the Scottish Government and the DHSCP.

Vaccination centres

Glasgow Life worked with NHS Greater Glasgow and Clyde to convert four venues into vaccination centres: Barmulloch Community Centre, Donald Dewar Leisure Centre, Castlemilk Sports Centre and Easterhouse Sports Centre. In each case, Glasgow Life staff developed a Venue Recovery Plan and undertook a Risk Assessment and agreed roles and responsibilities with the other organisations involved. Glasgow Life provided staff in these venues to support the vaccination roll-out.

Mobile test units

Mobile testing units were set up within the car parks at some Glasgow Life facilities: Riverside Museum, Easterhouse Cultural Campus and Emirates Arena.



Venues open for essential purposes

Child-care

- Barlanark Community Centre
- Bellcraig Community Centre
- Castlemilk Community Centre
- Darnley Community Centre
- Govanhill Community Centre
- Maryhill Community Centre
- Ruchazie Community Centre
- Crownpoint Sports Centre

Food distribution

- Easterhouse Cultural Campus was partially re-opened to support Holiday Hunger Programme
- Crownpoint Sports Centre
- Emirates Arena
- City Halls
- Possilpoint Community Centre

How we performed

Celtic
CONNECTIONS

We are one of Scotland's largest charities working for the benefit of everyone across Glasgow's diverse communities.

Income and expenditure

Financial performance (including CIC)

Extract of unrestricted income & expenditure (including CIC)

Income	£000	%
Grants & donations	1,265	1.2
Community Interest Company	1,815	1.7
Leisure & cultural activities	27,150	25.1
Interest received	39	0.1
Service fee - Glasgow City Council	77,988	71.9
	108,257	

Costs	£000	%
Community Interest Company	(3,318)	3.1
Leisure & cultural activities	(104,939)	96.9
	(108,257)	
Surplus on unrestricted activities	0	
Reserves brought forward	618	
Total Reserves	618	

Culture and Sport Glasgow (Trading) Community Interest Company

	£000
Turnover	1,662
Service fee	1,461
Interest	7
Total income	3,130
Cost of sales	(141)
Operating expenses	2,989 (3,024)
Operating loss	(35)

The focus for Glasgow Life in 2021/22 was the phased re-opening of venues and facilities in line with the Scottish Government's guidance and route map timescales.

The 2021/22 targets for income generated through the company's charity and CIC will be affected to an unknown extent in this evolving situation.

Income generation 2021/22	Target
Charity	£5.4m
CIC	£0.8m
Total	£6.2m

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 Glasgow City Council family system to demonstrate progress against targets:

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

Measure	Target	Actual	Status
The number of attendances at Glasgow Life directly managed venues including festivals and events*	*	1.2m	*

* 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 18 March Glasgow Life closed all but a small number of its venues to the public. This was followed by the imposition of a full lock-down on 24 March 2020. Operating within these and subsequent restrictions impacted attendances across Glasgow Life and as a result no targets were set for 2020-21.

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	Actual
Breakdown of the number of attendances at Glasgow Life directly managed venues, including festivals and events	1,202,393
Community Facilities	86,230
Glasgow Arts, Music & Cultural Venues**	144,295
Glasgow Libraries	600,528
Glasgow Museums***	69,551
Glasgow Sport	301,789
Glasgow Events	***

** Includes 108,000 virtual attendances at Celtic Connections (estimated as 27,000 tickets x 4)

*** There were no in person attendances at Glasgow Life led or supported events. Merchant City Festival, Glasgow Mela and Piping Live! were delivered through online programmes, which included talks, workshops and live streaming performances.

Destination Glasgow	Actual
Economic value of conferences	£0
Actual conference delegate nights in the city	0
Economic value of conference sales won for future years	£81,870,000
No of delegate days for future years	184,695

Under normal circumstances our targets for 2021/22 would be included in the tables above, however due to the uncertainty caused by the Covid-19 pandemic 2021/22 will be considered a baseline year and will inform target setting for 2022/23.

A man with a beard and a woman are looking at a large ceramic jar in a museum display case. The jar is white with blue and red floral patterns and a central blue fish. The man is on the left, leaning forward, and the woman is on the right, looking at the jar. The background shows other museum displays.

With thanks

Every single donation helps
everyone to have a great
Glasgow life.

With thanks

Our sincere thanks go to the partners, funders, individuals and organisations who have so generously supported the charity in 2020/21, including those who choose to give anonymously. Every single donation helps everyone to have a great Glasgow life.

A E B Charitable Trust
A M W Charitable Trust
Aggreko plc
Art Fund
Baillie Gifford
BBC Alba
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
Celtic Rovers
Centre for Contemporary Arts
CGI
Citizen M
Citizen's Advice Scotland
City of Glasgow College
Clyde Gateway
Conference on Jewish Material Claims Against Germany (Claims Conference)
Connecting Scotland
Consenna Ltd
Contemporary Art Society
Creation IP
Creative Scotland
Culture Ireland
Education Scotland
Educational Institute of Scotland
Embassy of Estonia London
Emirates
Erasmus

Esmée Fairbairn Foundation
EventScotland
Film & Video Umbrella
Foundation Scotland
Friends of Glasgow Museums
Gilson & Gray
Glasgow Airport
Glasgow Caledonian University
GCVS
Glasgow City Heritage Trust
Glasgow Clyde College
Glasgow Film Theatre
Glasgow Health & Social Care Partnership (HSCP)
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
Lawn Tennis Association
Life Changes Trust
Macmillan Cancer Support
Mr and Mrs William Donalds Memorial Trust
Museums Galleries Scotland
Nancie Massey Charitable Trust
National Library of Scotland
National Lottery Heritage Fund Scotland

National Piping Centre
NHS Greater Glasgow and Clyde
Outset
Paths for All
Parris & McNally
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
Sir William Burrell Trust
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 J.P. Morgan Chase Foundation
The McLay Dementia Trust
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
Turcan Connell
UK Sport
UKSE
University of Strathclyde
University of the West of Scotland
Union Cycliste Internationale
Union of European Football Associations
VisitBritain
VisitScotland
W A Cargill Fund
Young Scot

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.

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

