



Glasgowlife™

**BUSINESS AND BUDGET PLAN
2021-22**

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1.0 INTRODUCTION

- 1.1 This Business and Budget Plan sets out our ambitions and the areas which we will prioritise for the financial year 2021-22 as we embark on a journey of recovery and renewal from the devastating impact the global pandemic has had on the city's culture, sport, events and tourism sectors.
- 1.2 We are committed to our vision to inspire every citizen and visitor to become engaged and active in a city globally renowned for culture and sport and this vision is at the heart of our recovery plans.
- 1.3 As a charity we work for the benefit of the people of Glasgow. Our cultural and sporting programmes, experiences and events promote inclusion, happiness and health while also supporting the city's visitor economy. Together these enhance the city's mental, physical and economic wellbeing.
- 1.4 Our people strategy, financial planning, properties and assets, and the services we deliver will help us continue to operate world class facilities and services accessible to everyone; manage nationally and internationally recognised collections and archives which local people can enjoy every day and deliver accessible globally-renowned events. We will promote Glasgow internationally as a city which inspires pride in its citizens and supports the local economy and we will create spaces and programmes which make a vital contribution to local communities and the social and economic fabric of the city.
- 1.5 It is difficult to predict how mass vaccination will impact on social restrictions and the extent to which consumer behaviour and attitudes adopted during the immediate phase of the pandemic will continue. It appears likely that social distancing, hygiene and face covering requirements will remain in place in parallel and may continue until the long-term efficacy of the vaccine and the behaviour of Covid-19 can be assessed. We will therefore continue to review our operating model and develop a new approach to how we deliver vital services in a way that is both sustainable and achieves the greatest impact.
- 1.6 Glasgow Life's Board of Trustees will hold the charity to account for delivery of this plan and we will be publicly accountable to the Office of the Scottish Charity Regulator and Glasgow City Council's Operational Performance and Delivery Scrutiny Committee.

2.0 STRATEGIC CONTEXT

- 2.1 Social and economic recovery from the impact of Covid-19 and adaptation to wider changes wrought by the pandemic are likely to be main strategic drivers governing the operating environment of all charities and public sector organisations for the foreseeable future.
- 2.2 Covid-19 has disproportionately impacted groups and individuals already experiencing disadvantage, discrimination and inequality. The Covid-19 death rate for Black, Asian and Minority Ethnic people has been significantly higher than for white people. In the UK the mortality rate from Covid-19 is highest for Black men. It has also been significantly higher for people living in areas of multiple social and economic deprivation. For example people who contracted Covid-19 and live in the 20% most deprived communities in Scotland were more than twice as likely to die as people from the most affluent communities.
- 2.3 A number of the indirect consequences of approaches designed to mitigate Covid-19 have also disproportionately impacted specific groups. Young people under 25, for example, who were employed in economic sectors such as hospitality, retail and tourism, have been hardest hit by lockdown and social distancing measures.
- 2.4 Prolonged lockdown, economic uncertainty, bereavement and a range of other associated factors have resulted in a significant increase in mental illness, particularly depression and anxiety. Young people's mental health is a significant concern, as well as an increase in loneliness and social isolation, more generally.
- 2.5 Although lockdown has seen a rise in walking and cycling a number of large scale surveys indicated that there has been a disruption of physical activity behaviours among children and adults. Although more affluent groups have continued to be physically active, groups that were least active prior to Covid-19 have struggled.
- 2.6 A number of other factors are also of significant importance. The ongoing legacy of slavery, racism and the Black Lives Matter movement demands a re-examination of Britain's colonial past and ongoing structural inequality. Whilst the rise in domestic violence during lockdown has brought a sharp focus to violence against women and women's safety, historical social structures and practices which oppress women are also concerns.
- 2.7 Charities and public services have a fundamental role in helping communities understand and recover from the experiences of the last year and build a more equitable and sustainable future, particularly for those communities which are at the sharp end of oppression, inequality and discrimination.
- 2.8 The hospitality, tourism, culture, sport, leisure and heritage sectors were amongst those hardest hit by Covid-19. Sectoral business models are based on achieving high volume in-person visits and mass participation events. As a result the last twelve months has seen widespread, catastrophic damage to these sectors which have had the highest numbers of staff furloughed and the largest declines in income.
- 2.9 Rebuilding and growing sustainable tourism is a key feature of local, regional and national recovery strategies, as is supporting the recovery of the sectors which underpin tourism and

hospitality and day visits. These include events, culture, heritage and sport. Despite mass vaccination it may take some time before people begin to increase the physical radius of travel and this will necessitate a rebuilding of consumer confidence and public safety.

2.10 The virtual world is becoming increasingly all pervasive and all immersive. However it seems likely that people will still crave, and will still need, to feel the social connection and cohesion that comes from interaction in the real world.

2.11 Culture and sport services developed with, and for, people and communities, in a shared civic realm seems well placed to enable economic and social recovery and contribute towards improved mental health and wellbeing.

3.0 GENERAL POLICY CONTEXT

3.1 Glasgow Life is one of the largest charities in Scotland and we believe that every single person in the city deserves a great Glasgow life. Our programmes and events range from grassroots community activities and everyday experiences to large-scale cultural, artistic and sporting programmes which present Glasgow on an international stage.

3.2 We are passionate about enabling local people to access and benefit from the world-class experiences, programmes and events we deliver in culture and sport. Our work aims to have a positive impact on the people of Glasgow's mental, physical and economic wellbeing.

3.3 Through the expertise and experience available to us through our Board members we lead on strategies for the city including:

- Glasgow's Tourism and Visitor Plan
- Sport and Active Legacy Plan
- Glasgow's Cultural Plan
- Vision for Glasgow Libraries
- Glasgow's Events Strategy
- Glasgow's Community Learning and Development Plan

We are integral to the social and economic recovery plans for Glasgow and the city's response to the pandemic, and we are also a major contributor to the following Council strategies:

- Health and Wellbeing
- Economic Strategy
- Financial Inclusion
- Glasgow's International Strategy
- Learning (formal and informal)
- Community Empowerment
- Property and Land Strategy
- Community Hubs
- Volunteering
- Sustainable Glasgow
- Property and Land Strategy

3.4 The internal policy context we are developing for a positive future for Glasgow Life enables us to:

- retain our core purpose of delivering culture, libraries, sport, physical activity, tourism and events;
- reinforce our charitable vision that everyone deserves a great Glasgow life;
- continue to support the city's visitor economy;
- have the agility to respond to current and emerging national and city challenges; and
- be ready for a future where we will be able to grow again.

4.0 FINANCIAL PLANNING

- 4.1 Financial planning for 2021-22 is challenging and complex given the significant impact of Covid-19 on Glasgow Life's finances. The pandemic has all but wiped out our previous levels of earned income, including ticket sales, donations and gym memberships; for the financial year 2020-21 this was budgeted as £37.4 million. This is a significant element of our annual budget which supports many of the services we deliver from sports venues, museums and libraries and in our concert halls and local communities.
- 4.2 Glasgow City Council has confirmed that our service fee will be reduced by 6% (£4.7 million) to £72.8 million for 2021-22. In addition, the Council has provided a guarantee up to £100 million to allow Glasgow Life to stabilise while planning for a sustainable future
- 4.3 For the year ahead, we have revised our budget approach to optimize provision of public services and identify which elements of Glasgow Life fit within the £100 million and which require to be 'deficit funded' thereby ensuring long term financial sustainability with a smaller financial envelope.
- 4.4 **2021-22 Draft Budget High level Charity & CIC**

Glasgow Life 2021-22 Draft Budget	Total
10 - Employee Costs	78,132,415
11 - Premises Costs	19,857,838
12 - Transport Costs	205,874
13 - Supplies & Services	13,809,948
18 - Central	5,189,588
Total Expenditure	117,195,663
Expenditure as % of total Charity & CIC	100%
Service Fee	(72,800,000)
GCC - Payroll uplift monies	(2,911,000)
GCC - Covid Support Monies	(24,289,000)
GCC - Deficit Funding	(10,786,589)
Operating Income	(3,654,823)
Occupancy Agreements	(1,690,251)
Sport Memberships	(800,000)
Participation Sport	(250,000)
Interest	(14,000)
Total Income	(117,195,663)
Net Result	- 0

- 4.5 Total expenditure has remained flat except for payroll costs where annual grade and payroll inflation have been built in bringing total expenditure to £117.2 million for the Charity & CIC. In effect, this means that annual inflation and post Brexit price increases have been absorbed.
- 4.6 The budget presented above is a worst case scenario with external income based on slow projected recovery. If the recovery is more rapid than projected, it is proposed that any additional net income received (ie after costs to generate the additional income) can be used reduce required deficit funding.
- 4.7 Until the cost base of the organisation is reduced or income recovers to post Covid-19 levels, it is anticipated that costs will be covered by:
- £72.8 million Service Fee plus
 - £2.9 million Glasgow City Council funding for payroll uplift
 - £24.3 million Glasgow City Council Covid Monies
 - £11.6 million Glasgow City Council Deficit Funding
 - Balance – externally generated
- 4.8 The 2021-22 budget presented to the Glasgow Life Board for approval, whilst accurate at the time of writing, will flex in line with the continually evolving situation of Covid-19 in the year ahead.

5.0 GLASGOW CITY COUNCIL PRIORITIES*

5.1 Glasgow City Council is the largest local authority in Scotland, serving a population of 621,020. Glasgow is at the centre of Scotland's only metropolitan region of 1.8 million, while the population of the greater Glasgow conurbation is around 2.3 million.

5.2 Glasgow City Council's Strategic Plan sets out the commitments that the council family will deliver over its 5 year span. Its vision is to create a world-class city with a thriving inclusive economy where everyone can flourish and benefit from the city's success.

5.3 The Council's Strategic Plan 2017-2022 focuses actions across seven themes:

- A Thriving Economy
- A Vibrant City
- A Healthier City
- Excellent and Inclusive Education
- A Sustainable and Low Carbon City
- Resilient and Empowered Neighbourhoods
- A Well Governed City that Listens and Responds

5.4 In this, the final year of the plan, work is ongoing to create a revised outcome focused Council Strategic Plan, linked to a revised economic strategy, community action plan, and climate emergency implementation plan in spring 2021.

5.5 Specific to Glasgow Life, and within the refreshed Strategic Plan for the city, the following priorities will be delivered through the 'Vibrant City' theme:

- Deliver capital projects as a catalyst for recovery including re-launching the Burrell Collection, with enhancements to improve the visitor experience in Pollok Country Park.
- Telling the story of the impact of transatlantic slavery and the legacies of Empire on Glasgow in collaboration with citizens and academic institutions.
- Promoting culture and sport as a driver for city wellbeing.
- Maximising culture and sport as a catalyst for economic regeneration via cultural and sport tourism.
- Securing a positive future for Glasgow Life as Glasgow's charity for better lives.
- Develop positive, placed based, partnerships to support and benefit local communities.
- Delivering long term plans for culture, tourism and Glasgow's international work, supporting Glasgow's visitor economy.
- Protecting Glasgow's status as Scotland's cultural powerhouse.

- Supporting Glasgow's recovery and global reputation as a culture and sport city through the Glasgow Tourism and Events Response Group.
- Delivering the inaugural UCI 2023 Cycling World Championships, cementing Glasgow's position as a leader and innovator in the planning and delivery of major sporting events.

**This section will be updated when Glasgow City Council's refreshed Strategic Plan is presented to the City Administration Committee in May 2021.*

6.0 PLANNING BEYOND THE PANDEMIC

- 6.1 Culture, sport and tourism have been fundamental components of Glasgow's economic strategy bringing jobs, wealth and opportunities to the city in ever-growing volumes over the last twenty years. Covid-19 changed this overnight, severely undermining livelihoods, lives and communities and unfortunately the most disadvantaged communities have suffered the most. It remains unclear to what extent our lives will continue to be shaped by the necessity of social distancing and government restrictions.
- 6.2 What is clear is that Glasgow Life venues, programmes and events will continue to evolve to meet the demands of new ways of living and working. Glasgow Life will continue to transform in ways which enable the city to welcome back visitors safely; to bring local communities together to experience sport, physical activity, music, art or reading.
- 6.3 Glasgow Life is the only charity in the city that supports mental, physical and economic well-being through sport, music, art, culture and learning. We believe that everyone should have the chance to live a great Glasgow life.
- 6.4 During 2021-22 we will play our part in rebuilding Glasgow's communities and economy. As a result of the financial impact of the pandemic, our operating environment requires a change, not to our vision and core purpose, but to how we prioritise the allocation of reduced resources and how we deliver the impact these resources can have.
- 6.5 Our focus is fixed on four key pillars which will enable our recovery and long term sustainability:
- People Strategy
 - Financial Planning
 - Property Asset Options
 - Review of Services: Commercial; Tourism, Events and the Visitor Economy; Digital; and Charity
- 6.6 We are working to identify and plan around the impact of the pandemic on our people (workforce), in terms of headcount and skills required, which will enable us to continue to deliver vital core services as well as our contribution to the overall recovery plan for the city.
- 6.7 Financial planning will underpin all recovery plans improving the financial health of Glasgow Life, and allowing for the phased reopening of more than 90 facilities; the timescales for which will be dependent on Scottish Government guidance.
- 6.8 Through our Property Asset Options and Review of Services we will give priority to properties and services which support economic recovery, physical activity, mental health and wellbeing.
- 6.9 We will continue to explore new operating models working in partnership with communities other public, third and private sector agencies.

7.0 GLASGOW LIFE'S STRATEGIC PRIORITIES

7.1 People Strategy

Post Covid-19, the success of Glasgow Life will be a reflection of the staff who deliver the diverse and vast range of services in the city and contribute to fulfilling Glasgow Life's ambition and objectives.

Our People Strategy will focus on delivering effective workforce planning through supported change management and clear and consistent communication and we will aim to develop increased flexibility across our workforce.

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

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

7.2 Equality, Diversity and Inclusion

Glasgow Life has a key role in supporting equalities in the city: as an employer, as a procurer of a wide range of goods and services, and as an organisation managing public buildings, programmes and activities in Scotland's largest and most diverse city. As the custodian of an internationally significant museum collection we also have far reaching obligations and responsibilities to use these assets to reflect and challenge key aspects of historical and contemporary racism and all forms of oppression and discrimination. We recognise the transformative power of learning, culture, sport and heritage to bring together people from a wide variety of backgrounds.

Our programmes and activities allow us to deliver on the public sector equality duty in relation to the duty of "fostering good relations between persons who share a relevant protected characteristic and persons who do not share it" as the work we do helps tackle prejudice and promote understanding.

Our key priorities for 2021-22 include:

- developing new actions to support the objectives in our Equality Policy (these being required due to reduction in budgets following the pandemic);
- using the Equality Impact Assessment framework as a key tool to assess organisational and programme transformation; ensuring that we also pay due regard to The Fairer Scotland Duty, Part 1 of the Equality Act 2010, and, to furthering health equity in the city;
- working in partnership with voluntary sector organisations to improve outcomes for people from groups with protected characteristics;
- continuing our programme to improve workforce diversity and representation;

- gathering and publishing our gender pay gap statistics and workforce profiles in disability, ethnicity, religion and belief, and sexual orientation;
- working to deliver our commitments in the British Sign Language (BSL) action plan;
- supporting Glasgow City Council's new equality outcomes including delivering actions and reporting on progress helping to address Glasgow's historic role in slavery and empire, particularly in relation to the city's Museum Collection and supporting Glasgow City Council's anti-slavery motion;
- developing a modern slavery statement for Glasgow Life and implementing training in relation to the potential for modern slavery in relation to procurement and our supply chain; and
- developing anti-racist statements detailing work to support anti-racism in relation to our major events.

7.3 Property Asset Options

Glasgow Life is working with Glasgow City Council to identify sustainable future operational models as well as potential opportunities and aspirations for the venues and sites that Glasgow Life has operational responsibility for. This approach also provides a framework that builds on the work that has taken place to date around Community Hubs and the emerging Community Partnerships across the city.

7.3.1 Reopening Venues

Within the financial planning context for 2021-22, Glasgow Life will reopen over 90 venues, detailed in Appendix 2, to support service delivery, social and economic recovery, physical activity as well as health and wellbeing across the city.

7.3.2 Maximising Use of Assets

Working closely with Council colleagues in the delivery of the city's property strategy a number of venues have been identified to be used to support other strategies in the city, including education services and the wider city recovery process.

We also continue to support the city's recovery and re-activation through the provision of facilities for Government led services of test, protect and vaccination programmes.

7.3.4 Community Partnerships and Community Asset Transfer

In line with legislation, Glasgow Life supports Glasgow City Council's position in supporting local communities to take ownership of venues through the defined Community Asset Transfer process. However, Glasgow Life is also committed to working with local communities and encouraging community action in supporting key local services to reopen such as community centres and local/outdoor sports facilities. Glasgow Life will support lead/anchor tenants or community organisations to operate community venues within the Glasgow Life portfolio.

7.3.5 People Make Glasgow Communities

Glasgow City Council launched People Make Glasgow Communities, a call to action using the city's world famous brand to encourage expressions of interest from organisations and groups across Glasgow to play a greater role in the delivery and management of local services, buildings and facilities, to better meet the changing needs of their neighbourhoods as part of Glasgow's mission to empower communities.

As a result of the city's desire to maximise the opportunities for community collaboration and engagement, it has been agreed that a dedicated programme team will be established to deliver on the principles, aims and objectives of the Council's Property and Land Strategy and supporting Community Empowerment.

It is proposed that a team is brought together from within the council family to more efficiently manage the technical, legal and engagement processes involved in supporting greater and more meaningful community management of council facilities and delivery of vital community services. This will be a dedicated team that will develop and support bespoke models of occupation and operation that find the middle ground between the binary choice of either a completely transferred asset or a completely council family managed facility.

The Glasgow Life Asset Options Sprint Team are supporting the established Project Management Office and will be working with local individuals, organisations and groups in the development of their ideas and plans for new ways of working and management of venues and services across the Glasgow Life estate.

7.4 Digital

There is no doubt that technology is transforming the way we live and work. Every aspect of our everyday lives is backed by technology in some way or the other. For Glasgow Life the pandemic has demonstrated how essential our digital presence is in reaching so many of the citizens who use our services, as well as the urgency to improve our digital offer.

Glasgow Life has identified digital as a key priority in 2021-22 and will begin a digital transformation project to embed digital thinking into the heart of our operations. We will establish a digital forum to inform and guide this transformation and look to build capacity to lead this into the Marketing Team supported by a specialist external agency. The design of a simplified communications strategy will lead on the build of a new consolidated Glasgow Life website following the rationalisation of the whole digital estate and the data infrastructure underpinning it. This will enable the cross selling of services and the start of a truly digital first and audience led approach to marketing. Investment in digital skills training will be required to increase the number and level of digital skills across Glasgow Life.

7.5 The Burrell

Re-opening The Burrell Collection in 2022, including improvements to the visitor experience in Pollok Country Park.

7.5.1 Burrell Renaissance

The impact of Covid-19 on this major capital project has caused delays which have impacted on the delivery schedule and costs. A full review of the programme and scope of works took place from April 2020. The revised total expenditure is now predicted to be £68.25 million and the re-opening will now be in 2022. A public appeal will launch in May 2021 to raise awareness of the final stages of The Burrell Renaissance and its importance in the city. The re-opening of this world-class museum to the media and public will be the cornerstone of the city's recovery planning.

An integrated team across Glasgow Life including marketing and communications, events, fundraising and retail are developing plans to deliver a phased reopening plan capable of:

- putting Glasgow on the global map;
- using the Burrell Collection to catalyse a post-COVID city renaissance;
- using the Burrell Collection to create narratives of culture, engagement and optimism; and
- meeting increased fundraising targets.

A partnership has been established with VisitScotland to deliver this work. We will seek to engage with a number of external partners and contributors as part of the planning. A steering group has been set up chaired by Glasgow City Council to oversee this work.

7.5.2 Pollok Country Park

The ambition of the masterplan for Pollok Country Park is to maximise investment in The Burrell Collection and wider park by improving access to the park before the re-opening of The Burrell in spring 2022.

A key feature of the masterplan has been stakeholder and local community engagement which resulted in additional interventions to incorporate and reflect public feedback. These interventions form an Active Transport Management Plan which prioritise pedestrian and cyclist access, improve transport links and encourage a modal shift to public transport, all of which will enhance visitor experience to the park and The Burrell Collection.

7.6 Glasgow's Tourism and Visitor Plan

As strategic lead for Glasgow's Tourism and Visitor Plan, which is a driver of the city's Economic Strategy, Glasgow Life will continue to focus on increasing overnight leisure tourism post pandemic, with an ambitious growth target of £771 million spend by 2023.

A mid-term review of the plan took place during 2020 to measure progress to date and to revisit and refresh the targets, priorities and delivery mechanisms for the duration of the plan.

Key priorities that emerged from the mid-term review:

- Deliver the action plan developed by Glasgow's tourism partners.
- Deliver a programme of destination marketing activity that inspires and provides compelling reasons to visit Glasgow for leisure, event and business tourism following the easing of COVID restrictions.
- Position Glasgow as a Sustainable Tourism Destination.
- Deliver a programme of industry engagement and communications aligned with the objectives of the Tourism and Visitor Plan.

7.7 Glasgow's Events Strategy

The Glasgow Events Board, the city's forum for the strategic direction, prioritisation and planning of events in the city, agreed the Glasgow Events Strategy 2030 in December 2019.

Whilst the formal launch of the strategy has been put on hold as a result of Covid-19, Glasgow Life has focused on activity to support the response and recovery of the city and sector in alignment with the delivery of the strategy.

This has included initiation and participation in national and local groups including the Events Industry Advisory Group; the Glasgow Tourism and Events Response Group and the City Centre Task Force. The focus for both is immediate/short term response and support required, while building plans for the future to support recovery.

Events will play a key role in Glasgow's recovery and it's critical for Glasgow to continue to build on its strong track record and reputation as evidenced by being voted the World's Leading Events and Festivals Destinations in 2019 and maintaining its position as a Top 5 Ultimate Sporting City. Glasgow Life and Glasgow City Council are working with partners to consider the impact of Covid-19 on Glasgow's future events calendar and sector, including consideration of the issues faced by existing events in the calendar, the type of events that may be supported in the future and upcoming event prospects.

In the light of Covid-19, the impact on the events industry and ongoing recovery planning, plans for the launch and implementation of the Events Strategy will be revisited. Glasgow Life will lead on this with updates and reporting to the Glasgow Events Board, who have oversight on the strategy.

Glasgow Life will continue to leverage key events to promote Glasgow as a global events city domestically and internationally, including EURO2020, COP26, UCI 2023 Cycling World Championships and the annual events programme that Glasgow Life owns, manages and supports.

In line with the Glasgow Events Strategy, bids will continue to be progressed to secure future international sporting events and work will continue with partners and stakeholders to scope future cultural opportunities.

7.8 Glasgow for the Conference of the Parties 26 (COP26)

From 1-12 November 2021, the SEC Glasgow is due to host the postponed Conference of the Parties 26 (COP26) – the UN Climate Change Conference. This crucial summit aims to agree coordinated action to tackle climate change. The conference will showcase Glasgow to a worldwide audience, as well as to the international participants who will attend. If the plans to deliver a face-to-face meeting are agreed, COP26 will be the largest and most complex event ever staged in Scotland, with unprecedented numbers of media, Heads of State and high-profile delegates from all over the world staying in Glasgow. Glasgow Life's Convention Bureau has been working with the conference organisers from the UK and Scottish Governments, as well as supporting the international community looking to meet across a variety of venues in the city. Glasgow Life will have a role to play in supporting the city to deliver a memorable and successful conference experience for the delegates while they are in the city.

While governments and destinations around the world are responding to the global climate emergency Glasgow's ambitions to become the UK's first carbon neutral city by 2030 and its commitment to sustainable business tourism were recognised in the 2020 Global Destination Sustainability Index where Glasgow continues to be ranked in fourth place.

8.0 RISK MANAGEMENT

- 8.1 Glasgow Life is aware that a certain level of risk can never be eliminated and is wholly committed to the pro-active identification and management of risks within its control. Our Risk Management Policy sets out why and how this will be done and is the foundation for the detailed Risk Management Framework which provides guidance and tools to be used by all service areas.
- 8.2 The full Risk Register is scrutinised by the Glasgow Life Audit Committee on an annual basis and risks with a residual rating of very high or high are presented to the remaining Audit Committee meetings and all Glasgow Life Board meetings.
- 8.3 The aims and objectives of Glasgow Life's Risk Management Policy are to:
- raise the profile and embed a risk management culture across the organisation making it a core part of strategic planning, decision making, programme and project management, business continuity and Health and Safety;
 - deliver a consistent approach to risk management;
 - promote an inclusive approach to risk management and encourage ownership of the risk management process and specific risks;
 - raise awareness of risks across Glasgow Life and inform staff of their responsibilities in relation to, and the importance of, risk management;
 - allow continuous improvement and increased resilience through anticipating and responding to risks, both as potential threats and opportunities and linking to business continuity planning;
 - preserve and enhance service delivery; reduce injury, loss and damage to assets; safeguard employees, and maintain effective stewardship of public funds, and
 - protect the integrity of Glasgow Life's services; its corporate governance framework and its reputation.
- 8.4 In 2021-22 Glasgow Life will implement recommendations for improvements that come out of an internal audit of risk management practices being carried out in March/April 2021.

9.0 Measuring change

- 9.1 The focus for Glasgow Life in 2021-22 is on the phased reopening of venues and facilities in line with the Scottish Government's guidance and route map timescale, therefore no attendance/usage targets have been set for this financial year.
- 9.2 Success will be measured through compliance with the Scottish Government's route map and through working with Glasgow City Council and sectoral agencies to reactivate services that are financially viable and which inspire the confidence of citizens, visitors, staff and stakeholders. This will include collaborating with Glasgow City Council on the development of measures for a refreshed, more outcome focussed strategic plan.
- 9.3 The Local Government Benchmarking Framework (LGBF) was developed to help Scottish councils examine and compare performance across a range of services they provide for communities. There is a recognition that the pandemic has exposed deficiencies in the current performance measures and they are unlikely to adequately measure performance and improvement post-Covid-19. Glasgow Life is engaged in all relevant forums in the development of new measures, including with the Improvement Service, Museums and Galleries Scotland, Creative Scotland, the National Partnership for Change, The Scottish Library & Information Council and the Active Scotland Framework.

10.0 SERVICE PRIORITIES FOR 2021-22

10.1 Glasgow Sport

Core purpose

Sport has a critical role to play in the social engagement, participation, health and physical activity agenda across the city. Glasgow Life plays a significant part in this delivery. It is therefore important that sport, participation, health and physical activity within Glasgow Life is structured, integrated and positioned to ensure that its provision reflects the core values and objectives of the organisation and meets the outcomes linked to the city's plan and priorities

Glasgow Sport operates one of the most extensive municipal leisure operations in the UK, with a range of leisure facilities and a significant outdoor leisure estate. Alongside management of venues the team develops and promotes sport in the city, from grass roots coaching through to elite athlete level, across different sports.

Glasgow Sport aims to increase participation through programmes such as gymnastics, football, swimming and tennis. In addition, programmes such as Good Move supports those individuals most in need to take steps towards leading a healthier and more active lives.

Glasgow has a proven track record for delivering some of the world's most prestigious sporting events. In 2018 Glasgow hosted the inaugural European Championships, which provided a unique opportunity for the City to build on its event legacy. It showcased our strengths as a host venue, drove the development of sports infrastructure, and it gave us a platform from which to consolidate our efforts to improve participation in sport and physical activity.

Our mission

"Glasgow Sport will enrich people's lives and improve their health and well-being by ensuring everyone in our city becomes more active and remains so throughout their lives."

Strategic priorities for 2020-23

- Support the first phase of community hubs across the six priority wards.
- Use the positive power of culture and sport to change people's lives.
- Develop a social prescribing model to improve health and wellbeing outcomes.
- A review of all assets on the property portfolio identifying venues to remain open where new operating models are viable options.
- Build on national and local partnerships to enable sustainable and scalable services.
- Continue to seek operational efficiencies and review commercial activity through the Business Improvement Strategy.
- Support Glasgow Life's ambition to position itself as one of Scotland's leading charities.
- Build on 2012, 2014, 2018 legacy outcomes to support the CWC 2023 legacy plan.
- Grow a year long plan to support the City's accolade of 2023 European Capital of Sport.

Glasgow Sport Operational Priorities for 2021-22

- Development of Community Hubs.
- Support People Make Glasgow's Communities - Community Asset Transfers.
- Health and Wellbeing focussed programming and activity.
- Continued focus on Digital services.
- Locality Planning – coordinated targeted offer relevant to communities.
- Continuing to reopen venues as and when social distancing allow within the agreed budget and embracing new operational modelling.
- Review and sustain operational standards to maintain safe and clean venues for staff and public in line with Covid-19 guidance. This will create confidence and improve the customer experience.
- Re-establish and grow customer visits/ membership to each site to increase income generation.
- Collaborate with other elements of Glasgow Life to maximise the use of workforce.

Key objectives

- 1 Maximise income and increase efficiency in our services whilst maintaining and developing the physical infrastructure, to contribute to Glasgow Life's financial sustainability.
- 2 Source customer insight and data, using it to monitor and evaluate performance, re-focus effort and direct finite resources at activities which are high quality, sustainable, and effective in engaging target audiences.
- 3 Develop a skilled, confident, motivated workforce, ensuring all Glasgow citizens who access our services have their needs met and the quality of their experience is consistently high.
- 4 Develop effective pathways between our programmes at all levels (adoption, participation and performance) in order to retain customers and maximise availability of resources.
- 5 Work with partners to deliver on shared outcomes and/or address national and city agendas through physical activity e.g. equality of opportunity, early years and young people, community learning, health improvement, employability and poverty.
- 6 Foster good relations with communities, local organisations and target audiences to establish a better understanding of their needs so we can improve the services we offer.
- 7 Recruit, train and support volunteers to enhance sustainability of clubs and third-sector organisations, and deliver activities and events.
- 8 Secure increased participation in sport and physical activity from world-class events by creating integrated legacy plans that harness the motivation these events can inspire.

Glasgow Sports Business Improvement Strategy

The Sport Business Improvement Strategy will continue to push for growth in income while delivering operational efficiencies.

The impact of Covid-19, and in particular our ability to generate revenue, means the recovery process now becomes the focus with a further review of the original strategy.

From that further review it is expected that the key priorities will be:

- A reduction in operating subsidy within the duration of the revised programme's period.
- Specific changes to operating practice to improve agility and commerciality, with specific focus on delivering the best customer experience we can.
- Continued capital investment in new products within Glasgow Sport which can yield a net financial return.
- Ongoing refurbishment within the estate to ensure that key income streams are maintained or improved.
- Develop a performance management system to measure financial, social and quality achievements and improve accountability.

10.2 Glasgow Arts and Music and Cultural Venues

Core purpose

The mission for Glasgow Arts, Music and Cultural Venues is to provide audiences and participants with exciting, enjoyable and relevant culture, supporting the wider arts sector and enabling citizens and visitors to participate in and benefit from cultural experiences. We help maintain Glasgow's role as an internationally renowned cultural city, supporting the city's economy and the wellbeing of its people.

Strategic Priorities for 2021-22

- Retain RFO funding from Creative Scotland, and Scottish Government EXPO Fund.
- Continue to strategically develop external funding sources for all projects.
- Deliver a live Celtic Connections festival in 2022, while determining the commercial value of a continued online offer.
- Deliver a live and digital Glasgow International in June 2021, with ongoing planning for Scotland and Venice in May 2022.
- Assess the feasibility of a live 2021 Glasgow Mela and Merchant City Festival.
- Deliver Phase 2 of the Artist in Residence (AIR) programme until summer 2021.
- Deliver the successful Community Touring programme including dementia-friendly concerts, Community Christmas Show and Family Ceilidhs.
- Enhance Glasgow UNESCO City of Music through international work with the UCCN.
- Identify and align projects to Glasgow Life's COP26 framework.
- Build on the recommendations of the Strategic Planning Sprint to secure additional funding and income generation opportunities.
- Develop accessible programmes that are delivered directly in Glasgow's communities.
- Progress the Accessibility Action Plan to ensure all venues and programmes are consistent with established good practice.
- Build on audience and workforce development, putting visible diversity at the centre of our creative practice.
- Support cultural sector development through strategy, Glasgow's Culture Plan and collaboration.
- Enhance Glasgow's local, national and international image, identify and infrastructure through a diverse and multi-cultured portfolio of venues, festivals, programmes and events.

Operational Priorities for 2021-22

Concert Venues

- Reopening, commercial development and operations of The Glasgow Royal Concert Hall, Old Fruitmarket and City Halls.
- Introduction of E-tickets and contactless entry.
- Transition of building assets to community ownership.
- BMS Controls upgrade, replace the High Voltage Transformers and Switchgear.
- Roof Replacement Programme at City Halls.
- Deliver 2021-22 programme in Kelvingrove Bandstand and Kelvingrove Park.

Tramway

- Maintain major funders Creative Scotland, other funders and co-commissioning.
- Development of Virtual Reality project with external funding.
- Present a curated international arts programme.
- Develop Dance International Glasgow (DIG) 2021, Take Me Somewhere festival, BUZZCUT festival, and GLARE festival.
- Deliver programmes including work in communities, digital broadcasting via Tramway TV, and a programme of venue activity focusing on diversity: Making the Change and current political themes.
- Deliver Glasgow International (4 exhibitions) Dance International Glasgow, GLARE new work festival and many performances led by artists of colour.
- Support the wider arts sector including cultural tenants: Scottish Ballet, Hidden Gardens, The Work Room and Take Me Somewhere.
- Build a commercial strand, focusing on alternative and commercial music, comedy and craft markets, including developing special in filming and streaming.

10.3 Glasgow Communities, Libraries and Learning

Core purpose

Glasgow Communities, Libraries and Learning service manages, operates and delivers a range of services at community facilities and libraries throughout the city, aiming to enable the people and communities of Glasgow to improve their quality of life through culture, sport and learning.

Priorities for the year ahead include:

- **Revision of the Vision for Glasgow Libraries**

As services are restored across the city Glasgow's Libraries will become our focus for connecting our services to local communities. Revising the Vision for Glasgow's Libraries will allow us to define our core offer available within our libraries and also our relationship with partner agencies who use the spaces to deliver their services in local communities. The vision will focus on access to information, digital and financial inclusion, reading, literacy, skills development and learning plus access to cultural provision and their contribution to mental health and economic wellbeing.

- **Supporting the People Make Glasgow's Communities programme**

The team will contribute to devising the operational programme and support packages required to allow the People Make Glasgow Communities programme to successfully develop new and sustainable models for service delivery that involve and empower local communities. The team's emphasis will be on ongoing pilot projects and supporting other opportunities that arise from the programme.

- **Community Learning and Development Plan**

On behalf of GCC Glasgow Life is the lead agency for community learning and development in Glasgow, chairing the Glasgow Community learning and Development Strategic Partnership. It is a statutory requirement that an updated Community Learning Plan for 2021-24 is in place by September 2021. The team will be supporting the Partnership in updating the current plan based on consultation and changes to the city data and priorities as a result of the pandemic. The high level priorities will remain consistent with Glasgow's Community Plan priorities of Economic Growth, Building Resilience and Reducing Poverty.

- **Glasgow Life Volunteering Strategy**

The company's transformation process in the range of services it provides and the models used to deliver those services will be informed by an updated volunteering strategy for the company. This will focus on how volunteers can support the delivery of our services, how we can support volunteers actively providing sporting and cultural activity in their communities and targeted opportunities supporting the mental health and economic wellbeing of traditionally more excluded audiences. The strategy will identify our role in enabling active citizenship in the city.

- **Venue Refurbishment**

During the year we will be working with the City Council on the major refurbishment of Elder Park and Woodside libraries supporting their transition into more modern flexible spaces to allow their operation as community hubs.

10.4 Glasgow Museums and Collections

Core purpose

Glasgow Museums and Collections is an internationally renowned, award-winning museum service, the largest civic museum service in the UK and the most visited in Scotland. Operating ten sites across the city as well as the Special Collections and City Archives housed at the Mitchell Library and the Collections Showcase and accessible shared stores at KelvinHall, we continue to contribute to the city's Visitor and Tourism Plan, economic development, world class status and local neighbourhoods through delivery of core services, ambitious programming and capital projects with a service mission of "connecting people, objects and place".

Strategic Focus for 2021-22

- Improve diversity and representation of users, reducing inequalities in service provision and providing excellent visitor experience for every one of our visitors.
- Deliver the Burrell Renaissance capital project which enters its final phase with the main construction period due to complete in early summer 2021.
- Work with partners to explore and realise innovative ways to operate buildings that help secure their long term, sustainable use while improving the visitor experience:
 - Develop a future plan for the Peoples Palace and Winter Gardens.
 - Develop future options for the Mitchell Library.
 - Develop a partnership with Education Services on providing a museum offer alongside increased Early Years provision at Scotland Street School Museum.
 - Further explore the potential of a partnership with Historic Environment Scotland at the Cathedral Precinct.
 - Explore opportunities for successful partnerships within GoMA.
 - Implement the work of the Pollok Park Strategy Group and agree a new operating model, including the ongoing lease for Pollok House.
- Raise Glasgow's profile while contributing to the Visitor and Tourism Plan in 2021-22;
 - Share the legacy of Mackintosh and his contemporaries outside the city.
 - Develop more commercial activity from successful links with tour operators, venue hire and large scale programming and a review of the catering and retail offer.
 - Contribute to the development of a Vocational Pathways Framework for the museum and heritage sector.
 - Contribute to the City's workforce skills development/employability programme for young people through projects including an apprenticeship programme and schools.
- Continue to adhere to the contractual obligations set out within the Collections Agreement.
- Support Glasgow Life's charitable purpose through ongoing consideration of how we measure success, demonstrate the impact of the work we do and create ways to ensure visitors understand how their contribution makes a difference.

Operational Priorities for 2020-21

- We will create quality visitor experiences which incorporate a variety of programming for tourists, repeat local visitors and priority groups.
- We will work alongside communities to deliver content and opportunities that are more representative of our key audience development priority groups: BAME communities in Glasgow, Young People, Older adults who have dementia, who are socially isolated, or living in poverty.
- We will work alongside health and social care partners to support the health and wellbeing of people who live work and study in Glasgow.
- We will develop business models and programming to support commercial growth and initiatives outside the city.
- We will improve our operational management to deliver an effective and efficient organisation providing high quality services.

10.5 Glasgow Events

Core Purpose

Glasgow Life's events team lead the delivery of the city's events strategy, which includes managing the city's major one-off and annual events and investing to attract, secure and develop events that contribute to the city's vibrant events calendar.

The team works closely with Glasgow Life's services, city and industry partners to harness the collective ambition, creativity and expertise to maximise the economic, marketing and social benefits of the events calendar to Glasgow.

Strategic Priorities 2021-22

To support and enable the restart and recovery of events in the city, contributing to the city's economic and social recovery, under the "vibrant city theme" through five key priorities:

1. Attract, secure and develop major events
2. Manage, deliver and grow events and programmes that are important to the city
3. Optimise and grow the economic, marketing and social value of Glasgow's events calendar
4. Build and evolve Glasgow as a world leading events destination
5. Leverage the legacy of Commonwealth Games 2014 and European Championships 2018 and maximise the benefits in the lead up to and beyond COP26 and UCI 2023 Cycling World Championships.

Operational Priorities 2021-22

Priorities will be subject to relevant Covid-related restrictions and plans will be developed to provide a flexible approach to delivering economic, marketing and social value to the city through events.

- Industry engagement, advocacy and support – advocate for Glasgow and support events restart and recover through key forums, including Events Industry Advisory Group, Glasgow Tourism and Events Group, Glasgow Events Recovery Group.
- City wide events restart and recovery planning, aligned with Events Strategy, Glasgow Tourism and Visitor Plan and wider city recovery.
- Delivery of Events Strategy and subvention on behalf of Glasgow Events Board.
- Manage, leverage and support events receiving subvention to support restart and recovery.
- Restart and deliver city owned or managed events - Glasgow Mela, Merchant City Festival, World Pipe Band Championships, Great Scottish Run and Winter Events.
- Host UEFA EURO 2020 and fan zones to animate the city and support events restart
- Strategic review of Glasgow's winter proposition.
- Evolve the Glasgow event model to support recovery, connecting events with industry partners to optimise the value of the city's events calendar – utilising winter 2021.
- COP26 – leverage the opportunities to showcase and propel Glasgow as an events destination, and bring together the sectors GL works with in response to COP26.
- UCI 2023 Cycling World Championships – preparations to host, including city-wide animation in the lead up to and during the event to maximise the social, sporting, tourism and economic outcomes for the city.
- The Burrell Collection opening in spring 2022 – develop a programme of events to drive awareness and visitation to The Burrell Collection and Pollok Country Park.
- European Capital of Sport 2023 – developing a programme of events, activities and partnerships.

10.6 Glasgow Convention Bureau

Core Purpose

Conventions activity contributes to the business tourism priority of Glasgow's Tourism & Visitor Plan to 2023. Conference activity is aligned to priorities set out in Glasgow City Council's strategic plan to compete internationally with the best cities in the world for world class conventions.

Conferences are important to Glasgow in three main areas; the economic benefits to the city from delegate spend, raising the profile of the destination as a leader in the field and as a tool for knowledge exchange; and internationalisation.

As the city comes through the Covid restrictions, the team will continue to secure high profile conferences to aid the economic recovery of the city, as well as support meeting planners deliver successful hybrid conferences when meetings are allowed to return.

Strategic Focus for 2021-22

- Contribute to Glasgow's Visitor and Tourism Plan targets of boosting the city's economy by increasing tourism expenditure to £771m 2023 through delivery of world class conferences and business delegates.
- Support infrastructure developments including the case for funding of the expansion and refurbishment of the SEC, wayfinding and 'look and feel' around Anderston and Finnieston, 4 star hotel development, transportation to and around the city and Technology.
- The Convention Bureau will continue to work with Glasgow's academic community, to encourage and support academic meetings to choose Glasgow.
- Conference legacy - the Conventions team will work with conference organisers to deliver legacy from meetings for the local community.
- Continue to promote Glasgow as a sustainable conference destination and maintain Glasgow's ranking of 4th on the Global Destination Sustainability Index of sustainable conference cities.

Operational Priorities 2021-22

- Generate £50 million economic benefit to the city through conference sales for future years.
- Generate £30 million in the city from delegate spend, if conferences are allowed to restart by August 2021.
- Build on successful bid strategies in both the UK and International markets.
- Continue to develop and promote Hybrid Glasgow content to meeting planners.
- Win Best UK Convention Bureau 2021.
- Increase PR and sales activity to target UK, European and US meetings with post COVID confidence boosting messaging.
- The International team will continue the strategic focus on winning Institute of Electrical and Electronics Engineers (IEEE) meetings, growing the conferences from the US market and winning a mega conference of over 3,000 delegates.
- Deliver professional services to confirmed conferences, using testimonials and client feedback to benchmark the service to win Meeting and Incentive Travel (M&IT) Best UK Convention Bureau 2021
- Position Glasgow as an Accessible City for delegates by giving accurate and easy to find information on accessible venues.
- Position Glasgow as a Sustainable City with COP26 credentials, aligning with the UN Sustainable Development Goals.
- Continue SMART conference research projects in the UK and International markets.

10.7 Marketing Communications

Core Purpose

Marketing Communications' aim is to engage with all of Glasgow Life's many audiences, and to inspire every citizen and visitor to become engaged and active in a city globally renowned for culture and sport.

As the city reopens post-Covid, Marketing and Communications will continue to promote Glasgow Life's cultural and sporting programmes, experiences and events as they transition from digital to in-person and in-venue deliveries. In addition, the team will continue to position Glasgow as a first-choice visitor destination first to local and national audiences, and when possible to international tourists once again. The team will also continue to position Glasgow as a first-choice visitor and conference destination as a core component of the city's economic strategy.

Strategic focus for 2021-22

- Marketing Communications strategic focus aims to deliver effective internal and external communications supporting globally-renowned programmes, experiences & events in:
 1. Culture (arts, music, museums and libraries and learning)
 2. Sport (Glasgow Club gyms and physical activity programmes)
 3. Tourism & events (local, national and international visitor experiences)
- Position Glasgow Life as one of Scotland's leading charities, supporting charitable campaigns to bring them in line with current best practice, and reflect the scale and breadth of the organisation's service provisions. We will achieve this by working with the Development Team to embed this change through every element of the organisation's communications.
- Support the organisation as it recovers from the global pandemic with supportive internal communications and compelling external messages, building on the strong work in this area during 2020-21.

Operational Focus for 2021-22

- **Organisational restart:** Get visitors and citizens back into venues, attending events and being active customers once again. Support the widescale programming offered across Glasgow Life to maximise income generation.
- **City recovery and reputation:** Support the city's recovery planning and work to raise the national and international profile of Glasgow.
- Revisit the destination marketing strategy and action plan for both UK and international consumer markets, as well as the travel trade and business tourism sectors, to support the delivery of Glasgow's Tourism and Visitor Plan to 2023 and contribute to the city's continued economic growth. Bring the events strategy into this mix for the wider benefit of the city.
- **Capital project:** Lead the communications strategy to support The Burrell reopening plans.
- **Digital prioritised:** Restructure digital and social media channels around audiences to be leaner and more efficient to manage. Work with industry experts to rationalise the digital estate and data infrastructure.
- During the year, the team will build a Vimeo app following the successful use of the platform for Celtic Connections. The team will undertake essential migration and stabilisation work as well as a number of business-critical website builds (Burrell, Tramway, Glasgow Club, and People Make Glasgow).
- The above priorities will be delivered by adopting an agency-style approach across the marketing and communications team, working with service areas, partners and stakeholders to deliver inspiring and engaging campaign messaging. This will enable the team to deliver high-quality, targeted, successful campaigns. Embed digital-first approach at every level of team practice.

10.8 Development

Core purpose

Development leads on raising funds for Glasgow Life capital and revenue programmes and projects which support the health and well-being of people across the city. We secure and manage income from corporate partnerships, donations from individuals and from trusts, foundations and statutory funder.

Strategic Focus for 2021-22

The focus will be to close the remaining £1.3 million funding gap for the Burrell Collection capital project and to secure c£500,000 in funding which supports front-line services to continue to deliver projects which make the most impact in our mission to give everyone a great Glasgow life.

We will seek to:

- Close the funding gap of £1.3 million for the £68.25 million Burrell Renaissance including launching the public appeal (delayed due to Covid-19).
- Promote the new Museums Membership programme when Glasgow Museums re-open at the end of April 2021.
- Secure a minimum of £12,000 to the support Aye Write programme (across sponsorship and Individual Giving).
- Bid for a minimum of three major multi-year statutory funding contracts.
- Effectively steward all donors to reduce attrition rates
- Work with Finance, Business Analysts and Marketing Teams to improve data capture and analysis across all Glasgow Life services and programmes.
- Continue to improve processes to create a more seamless donor journey.

10.9 Infrastructure Support

Core Purpose

Infrastructure Support facilitates the delivery of all Glasgow Life services from 171 venues and sites across the city. These include a network of community, cultural and sports facilities, local libraries and outdoor sites as well as some of the most prestigious heritage buildings in the UK.

Strategic Focus

The Covid-19 pandemic has significantly impacted on the management of the Glasgow Life estate over the last year and it is not anticipated that there will be a return to normal in the near future. The Infrastructure Support team will continue to support Glasgow Life to adapt to new ways of working and provide guidance in relation to the physical infrastructure.

The team has driven the process of recovery for Glasgow Life throughout the pandemic with the implementation of structures to support the safe delivery of services for customers and staff. It is expected over the next year that our work will continue to include an element of support in recovery planning. Additional key works have been undertaken across our property portfolio to facilitate Government led services of test, protect and vaccination programmes,

Investment of £12.5 million was approved in February 2020 from the Community Asset Fund (CAF) and a further £9 million approved in March 2021. The capital programme of works will continue to develop, absorbing the recent programming issues that Covid-19 has impacted on its delivery. This will facilitate a significant 3 year programme of works across focused key priorities. The programme will include further redevelopment of key libraries, supporting the sports facilities across the estate and preservation works to heritage buildings such as Mitchell Library, Gallery of Modern Art, Provands Lordship and Kelvingrove.

The investments approved in 2020-21 have largely been unable to be progressed due to restrictions therefore the ten sale and leaseback properties within our portfolio will now also benefit from a further planning exercise with funds of £6m approved in 2020-21 and a further £5 million approved for 2021-22. The planned works will include roof works to City Halls and Riverside Museum, life cycle works to Emirates Arena and Glasgow Royal Concert Hall; and the completion of Scotstoun Leisure Centre wetside refurbishment.

A significant focus for the team will be the continued support of the city's Community Hub programme, with works ongoing for the development of a new Hub at Baillieston and the integrated HSCP and Library facility at Parkhead.

Infrastructure Support will provide a critical role in the delivery of People Make Glasgow Communities, working closely with other Glasgow Life service areas and key partners in facilitating community use and streamlining of the Glasgow Life property portfolio.

The pandemic has had a significant impact on the operation of the Glasgow Life estate and with no current plans for the reopening of all Glasgow Life venues, the team will continue to work with our service areas to ensure that our venues are managed effectively to ensure that there is no significant decline in our built environment and will ensure that statutory compliance is maintained.

A continued key focus of the Infrastructure Support team remains to be the delivery of prioritised compliance works across the estate with the aim of reducing one of the organisations key residual risks.

The Infrastructure Support team fully support the city's ambitions for carbon neutrality by 2030 and will take the lead on the development of a Glasgow Life action and implementation plan for carbon reduction across our estate and services.

Operational Priorities 2021-22

- Support Glasgow Life in meeting the challenges of budget pressures and ongoing restrictions.
- Effective management of the property portfolio and support new service delivery models including Glasgow Life's' Asset Options workstream, People Make Glasgow Communities, Community Hubs, the city's Property & Land Strategy .
- Secure capital investment for priority projects.
- Support agreed programmes of investment by working with all partners and stakeholders.
- Contribute to the identification of facility needs in support of service delivery.
- The effective management of service providers.
- Develop and implement processes to support and enhance the culture of health, safety and wellbeing.
- Develop and implement a programme to support organisational statutory compliance.
- Support the management of energy reduction and environmental initiatives.
- Promote equality and diversity and the removal of barriers to access.

APPENDIX 1

GOVERNANCE

Glasgow Life operates within a clear governance framework which includes:

- **Role of the Board**

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

- **Role of Glasgow City Council**

Glasgow Life has a number of contracts with Glasgow City Council which govern the delivery of the services we provide, the management of property and the custodianship of the City's Collections. Glasgow Life reports quarterly to Glasgow City Council's Operational Performance Delivery and Scrutiny Committee and presents twice a year on how Glasgow Life is delivering against the Council's strategic priorities and our contractual obligations.

- **Role of The Office of the Scottish Charity Regulator (OSCR)**

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

APPENDIX 2

List of venues planned for re-opening for the financial year 2021-22

Libraries	
Anniesland	Milton
Baillieston	Mitchell
Cardonald	Olympia
Castlemilk	Parkhead
Dennistoun	Partick
Drumchapel	Pollok
Easterhouse	Pollokshaws
Gorbals	Pollokshields
Govanhill	Possilpark
Hillhead	Riddrie
Ibrox	Royston
Knightswood	Springburn
Langside	
Shettleston (to close for emergency works end Apr/May circa 3 months)	
Elder Park (to open on completion of refurbishment)	
Woodside (to open on completion of refurbishment)	

Museums	
Gallery of Modern Art	Peoples Palace
Glasgow Museums Resource Centre	Riverside Museum
Kelvingrove Art Gallery & Museum	
Burrell Collection (on completion of refurbishment)	

Sport	
Bellahouston Leisure Centre	Knightswood Golf
Castlemilk Pool	Knightswood Tennis
Castlemilk Sports Centre	Littlehill Golf
Crownpoint Sports Centre Pitch and Track	Maryhill Leisure Centre
Donald Dewar Leisure Centre	Milton Community Campus - Sport
Drumchapel Pool	North Woodside Leisure Centre
Drumchapel Tennis	Palace of Art
Easterhouse Pool	Pollok Campus - Leisure Centre
Emirates Arena	Queens Park Campus - Bowls
Glasgow BMX Centre	Queens Park Campus - Tennis
Glasgow Green Football Centre	Scotstoun Leisure Centre & Badminton Centre
Gorbals Leisure Centre	Scotstoun Campus - Stadium
Kelvin Hall	Springburn Leisure Centre
Kelvingrove Bowling	Tollcross Aquatic Centre
Kelvingrove Radnor Bowls	Toryglen Regional Football Centre
Kelvingrove Radnor Tennis	Whitehill Pool

Knightswood Bowls	
Lethamhill Golf (to close for R&A redevelopment)	

Sport and Education Joint Use Facilities (to be operated by Education)	
Drumoyne Community Campus - Sport	Holyrood Sports Centre
Glasgow School of Sport	John Paul Academy
Haghill Sports Centre & Pitch	

Community Activation Pilots	
Nethercraigs Sports Centre	Stepford Road Football Centre
Springburn Synthetic Pitch & Pavilion	

Cultural Venues	
City Halls and Old Fruitmarket	Kelvingrove Bandstand
Glasgow Royal Concert Hall	Tramway
Partick Burgh Hall (University of Glasgow only)	

Community Centres for Childcare or other essential services	
Barlanark Community Centre	Maryhill Community Centre
Bellcraig Community Centre	Penilee Community Centre
Castlemilk Community Centre	Possilpoint Community Centre
Darnley Community Centre	Ruchazie Community Centre
Govanhill Community Centre	

Other	
Linn Park Adventure Playground	

APPENDIX 3

GLASGOW LIFE BOARD

GOVERNANCE STRUCTURE

CULTURE AND SPORT GLASGOW

BOARD

INDEPENDENT DIRECTORS

Prof. Sir Anton Muscatelli
Sir Angus Grossart (Vice Chair)
Prof. John Brown CBE

Dilawer Singh MBE

Lee McConnell

John McCormick

Siobhan Nairn

Iain MacRitchie

Dr Bridget McConnell CBE

Cllr David McDonald (Chair)

Cllr Frank McAveety

Cllr Michael Cullen

Cllr Franny Scally

Cllr Eva Bolander

EXECUTIVE DIRECTOR

PARTNER DIRECTORS

ADVISORY COMMITTEES

FUTURE PLANNING AND SCRUTINY SUB-COMMITTEE

Iain MacRitchie (Chair)
Cllr Eva Bolander
John McCormick
Cllr David McDonald
Siobhan Nairn
Dilawer Singh MBE
Dr Bridget McConnell CBE

AUDIT COMMITTEE

Iain MacRitchie (Chair)
Dr Bridget McConnell CBE
Cllr Franny Scally
Dilawer Singh MBE
Marjory Stewart

NOMINATIONS COMMITTEE

Cllr David McDonald (Chair)
Dr Bridget McConnell CBE
Cllr Michael Cullen
Iain MacRitchie
Cllr Eva Bolander

HEALTH & SAFETY SUB-COMMITTEE

Lee McConnell (Chair)
John McCormick
Dr Bridget McConnell CBE
Dilawer Singh MBE
Ann Bonomy

EQUALITIES SUB-COMMITTEE

Cllr David McDonald (Chair)
Cllr Saqib Ahmed
Cllr Jennifer Layden
Dr Bridget McConnell CBE
Dilawer Singh MBE

APPENDIX 4

GLASGOW LIFE SENIOR MANAGEMENT TEAM

