



Glasgow City Council

Operational Performance and Delivery Scrutiny
Committee

Report by Dr Bridget McConnell, Chief Executive, Glasgow Life

Item 1

20th October 2021

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**GLASGOW LIFE – A VIBRANT CITY THEMATIC OVERVIEW AND
OPERATIONAL PERFORMANCE REPORT**

Purpose of Report:

To provide an overview of the Vibrant City theme and report on performance in relation to relevant key performance targets. The report covers performance for period Q1 2021/22 and activity up to the end of September 2021.

Recommendations:

The Operational Performance and Delivery Scrutiny Committee are asked to note:

- Progress on relevant Council Strategic Plan priorities for 2021/2022.
- Priorities and service performance since the previous OPDSC update
- Key achievements
- Key challenges/issues
- Recovery activity
- Benchmarking

Ward No(s): All

Citywide: ✓

Local member(s) advised: Yes No consulted: Yes No

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Thematic Overview and
Operational Performance Report for the
Vibrant City Theme
20th October 2021

To: Operational Performance and Delivery Scrutiny Committee
Date: October 20th 2021
From: Dr Bridget McConnell, Chief Executive
Contact: Susan Deighan, Director of City Marketing and External Relations

Section 1: Vibrant City Thematic Overview

1. Background and purpose

1.1 As part of the Council's approach to performance monitoring and reporting, [Strategic Plan](#) theme leads are required to provide an overview of progress made during the year.

1.2 The report includes:

- A thematic overview of performance against strategic priorities as set out in the Strategic Plan.
- An overview of the main areas of operational performance for Glasgow Life.

1.3 The performance information in this report reflects the position at Quarter 1 2021/22, while the narrative includes activities up to the end of September 2021.

2. A Vibrant City Thematic Report

2.1 Glasgow is a Vibrant City. It is a world class destination for sport, events, tourism, heritage and culture. We compete internationally with other world class cities and have a track record for delivering major events, and through culture, sport and the city's unique heritage, we promote the city's reputation internationally. As a vibrant city Glasgow also ensures that our own citizens can benefit from the sporting, heritage and cultural life in the city, including preserving our unique identity and our history.

3. Introduction

3.1 Glasgow Life is an independent charity established in 2007 by Glasgow City Council to provide culture and leisure to citizens of, and visitors to, the city. Our charitable purpose was extended in 2016 to include vibrancy and to promote Glasgow as a visitor destination.

3.2 We are a charity set up for the benefit of the people of Glasgow:

- To improve the mental and physical wellbeing of citizens and visitors through culture and sport.

- To support the city’s visitor economy and enhance the city’s reputation as a great place to live, work, learn and visit through the delivery of local, national and international events and the management of world-class collections.
 - To generate funds (through culture and sport programmes) in order to re-invest in the charitable activities which support our vision.
- 3.3 Glasgow Life is responsible for the direct delivery of culture and sport services in the city, as well as having a leadership role for the sector - ensuring Glasgow develops as a vibrant city, enhancing the quality of life for local people and attracting visitors to the city – accruing all the attendant social, health and economic benefits. We are accountable to Glasgow City Council, the Office of the Scottish Charity Regulator (OSCR) and Companies House (UK Company Act) as well as the 635,640¹ citizens who live in the city and the millions of people who visit Glasgow every year. Glasgow Life is the largest organisation of its kind in the UK, and as far as we know in Europe, with over 18 million annual attendances in 2019/20, prior to the pandemic.
- 3.4 Our mission is to inspire every citizen and visitor to become engaged and active in a city globally renowned for culture and sport. As a charity, we find innovative ways to make this happen across Glasgow’s diverse communities. Our cultural and sporting programmes, experiences, events and services promote inclusion, happiness and health while also supporting the city’s visitor economy. They enhance the city’s mental, physical and economic wellbeing.
- 3.5 The Service Agreement between Glasgow City Council and Glasgow Life allows for performance measures to be agreed between the two as part of public performance reporting requirements, including:
- bi-annual reporting against the Council’s Strategic Plan;
 - reporting to the Council’s Management Team, and
 - use of performance indicators, including the Corporate Scorecard and Local Government Benchmarking Framework indicators.
- 3.6 The performance information in this report reflects the position at Quarter 1 2021/22 while the narrative includes activities up to the end of September 2021.

¹ Mid-2020 Population estimates Scotland, <https://www.nrscotland.gov.uk/statistics-and-data/statistics/statistics-by-theme/population/population-estimates/mid-year-population-estimates/mid-2020>, accessed 9/9/2020, 12:08

4. Background

4.1 Glasgow Life is one of Scotland's largest charities and before the Covid-19 pandemic had 18 million attendances at our venues, with 80%² of citizens using our services. All of this was achieved through the 2,417 staff who work for Glasgow Life and, prior to the pandemic, the over 850 regular volunteers who helped more people to enjoy a great Glasgow life. We are building on a long tradition of providing world-class services to local people which also project the city's image onto a global stage. We provide services for the city, the region, for Scotland and for an international audience.

4.2 Since establishment in 2007, and prior to the global pandemic, Glasgow Life had:

- increased participation in our services from 14.3 million to over 18 million.
- made an economic contribution valued at £1.3 billion
- grown annual unrestricted earned income by around 64% (from £23.2 million to £38 million)
- grown participation in culture by 25%.

4.3 Glasgow Life's Board, staff and volunteers bring a huge range of expertise and experience to the organisation which is responsible for leading on the following for the city:

- [Glasgow's Tourism and Visitor Plan](#)
- Developing Glasgow's Culture Plan
- Glasgow's Sport and Physical Activity Plan
- [Vision for Glasgow Libraries](#)
- Glasgow's Events Strategy
- [Glasgow's Community Learning and Development Plan](#)

4.4 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 priorities:

- Health and Wellbeing
- Economic Strategy
- Financial Inclusion
- Learning (formal and informal)
- Community Empowerment
- Property and Land Strategy
- Community Hub development
- Volunteering
- Sustainable Glasgow

² Glasgow Household Survey 2019

5. Glasgow City Council's Strategic Priorities

- 5.1 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.
- 5.2 The Glasgow City Council Strategic Plan 2017-2022 focuses actions across seven themes for the city:
- 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

6. A Vibrant City Theme

- 6.1 Glasgow Life leads on the Vibrant City theme which has four outcomes, delivered through nine priorities, six of which are delivered by Glasgow Life and three in partnership with other Glasgow City Council services/ALEOs.

Outcomes

- Glasgow is world class destination for tourism, culture, sport, events and heritage.
- Glaswegians are active and healthier.
- All citizens have access to the city's cultural life and its heritage.
- Glasgow acknowledges and promotes its history, heritage and culture.

Priorities

Delivered by Glasgow Life

- Maintain Glasgow's reputation as a world class city for heritage and events building on the legacies of 2014 and 2018 and support Glasgow to become more active and meet the outcomes set for an Active Scotland.
- Refurbish and re-launch the Burrell Collection.
- Deliver the Glasgow Tourism and Visitor strategy.
- Develop a Cultural Strategy and Plan for Glasgow and manage engagement through a cultural forum.
- Use the City's strong cultural network to identify and support artists in residence in local areas.

- Develop an events strategy including how we measure the success and impact of events.

Delivered by partners

- Develop a Historic Glasgow strategy and work with city region partners and others on the continued transformation of the River Clyde and waterfront.
- Develop the City Design Quarter and introduce a Glasgow Made Award.
- Support communities to develop play opportunities and street play spaces.

6.2 During 2021/22 a review of Strategic Plan commitments was undertaken to consider the impact of the Covid-19 pandemic. Amendments related to the pandemic were minimal but some areas were identified for proposed amendment in order to better reflect strategies, decisions and policies agreed by council since 2017. The proposed change relating to Glasgow Life is as follows.

Commitment Agreed in 2017		Proposed Amended Commitment
A Thriving Economy		
8.	Support the hospitality, events and conference market, maximising business and employment opportunities through the Economic Strategy and Glasgow Tourism and Visitor Plan.	Merge with commitment 15 – Deliver the Glasgow Tourism and Visitor strategy. Reason: Duplication. Original commitment 8 is an action to support the strategy

6.3 Theme leads review actions in the plan annually and update them where required. The most significant updates for Glasgow Life are in relation to moving the date for completing the refurbishment and redisplay of the Burrell Collection from 2020 to 2022 and changing the focus of the Tourism and Visitor Plan from volume of visitors to value of spend.

6.4 Performance against the priorities which Glasgow Life contributes to is monitored by Glasgow Life’s Operations Board which meets every financial period and is chaired by the Chief Executive. Output indicators (financial and usage) and outcome indicators linked to the strategies are reported through the individual performance portfolios of each Director and Head of Service.

6.5 The table at Appendix 1 identifies the progress made towards meeting commitments to Quarter 1 (April to June 2021) and the activity planned to March 2022.

6.6 Each Strategic Plan commitment has been assessed as one of the following:

G	Progress is as expected. It is estimated that the agreed commitment will be achieved by 2022 or earlier.
A	There are some areas of slippage in targets and/or timescales.
R	Progress does not appear to be as originally agreed in the action or there are circumstances that have prevented delivery of the action.

6.7 Overview of progress towards Vibrant City Strategic Plan commitments:

	Number	%
G	16	84%
A	3	16%
R	0	0%
Total =	19	100%

6.8 Of the Strategic Plan commitments led by Glasgow Life 16 have a Green RAG status and are progressing as planned. These include those completed in Years 1-4, those that will be delivered across the lifetime of the Strategic Plan and those which form part of the core services delivered by Glasgow Life.

6.9 Both commitments supporting Priority 21 have an Amber RAG to reflect the impact the Covid-19 pandemic has had on the delivery of programmes and, as discussions regarding the establishment of a Creative Glasgow Forum to feed into a Cultural Recovery Group are at an early stage, Commitment 16.1 has also been allocated an Amber status.

7. Outcome Measures

A suite of outcome based performance measures have been developed to monitor progress against the priority issues and commitments set out in the Council Strategic Plan 2017 to 2022. The measures relating to the Vibrant City theme are listed below, along with the most recent updates for each.

Table 1 - Outcome measures

Strategic Plan Theme: A Vibrant City

Glasgow is a World Class Destination for Tourism, Culture, Sport, Events and Heritage

		CALENDAR YEAR				
		2016	2017*	2018	2019	
2.1	Cultural engagement by adults in the last twelve months by year	89%	91%	90%	89%	Scottish Household Survey
2.2	Number of Tourist Trips to Glasgow - millions	2.415	2.301	2.317	2.377	Three year average Visit Britain – Great Britain Tourism Survey
2.3	Spend of Tourist Trips to Glasgow - millions	£641	£647	£663	£715	
2.4	Hotel Occupancy	80%	82%	81%	79.1%	Scottish Enterprise (2019 supplied by Invest Glasgow)
2.5	Number of Visitors to Glasgow: UK Market – millions	1.616	1.622	1.430	1.685	Visit Britain – Great Britain Tourism Survey
2.6	Spend of Visitors to Glasgow: UK Market – millions	£384	£389	£311	£393	
2.7	Number of visitors to Glasgow: International Market	659,000	787,000	837,000	771,000	Office for National Statistics
2.8	Spend of visitors to Glasgow: International Market – millions	£235	£319	£351	£381	
2.9	International Visits to UK Cities (ranking)	6 th	6th	5th	6th	Tourism and Visitor Plan Dashboard
2.10	Number Day Visits to Glasgow – millions	23.14	20.42	18.67	19.10	Three year average Visit Britain – Great Britain Day Visitor Survey 2017
2.11	Spend of Day Visits to Glasgow – millions	£1,009	£1,011	£947	£1,008	

* Baseline – Year 1 of the Glasgow City Council Strategic Plan

8. Our contribution to wider Council Outcomes:

8.1 Priority 29: Refresh and deliver Glasgow's Community Learning and Development Plan.

During 2021 Glasgow Community Learning Strategic Partnership (GCLDSP) developed the refreshed Community Learning and Development Plan (CLD) 2021-24 for the city, informed by a programme of consultations with participants, practitioners, community organisations and wider partners. The new CLD Plan retains a focus on reducing health and poverty related inequalities particularly given the impacts of Covid-19 have both deepened and widened these inequalities in the city.

The new CLD Strategic Plan 21-24 was approved by the Glasgow Community Planning Partnership Strategic Board on 7 September 2021. The Plan was published on the [Glasgow's Learning Website](#) in September 2021.

A CLD Action Plan for 2021/22 is being produced to ensure the implementation of the Strategic Plan. Following on from this consultation and action planning will take place on an annual basis in September.

8.2 Priority 86: Extend the number of volunteers in Glasgow and record what skills they can offer the city.

Volunteering in Glasgow has changed due to Covid-19. An independent review of volunteering activity has been completed, and is being discussed with partners with the aim to use the review to develop a whole system approach to policies, programmes and services in the city.

A stakeholder meeting was held on the 18th June 2021 to agree the City Volunteering Action Plan and allocate roles and responsibilities for the recommendations agreed from the City Volunteer Review.

The Glasgow Council for the Volunteer Sector and Volunteer Glasgow Senior Officers and Boards continue to review operational structure and Governance through the City Third Sector Interface agreement with the aim of providing leadership, coordination and the widest possible access and support for volunteering and people giving of their own time to help others.

Phase 1 of the Glasgow Life Volunteering Review has been completed and an initial report with summary findings has been produced

There has been a phased reintroduction of Glasgow Life Volunteers to support service delivery in line with venue and programme recovery activity.

Section 2: Glasgow Life Operational Performance to Q1 2021/22

9. Introduction

- 9.1 Glasgow Life's mission reflects its role in supporting Glasgow's ambitions to continue to grow as a creative, vibrant and healthy city which provides a high quality of life for its citizens and connects them to the wider world.
- 9.2 Prior to the global pandemic, Glasgow Life delivered culture, sport, tourism and events on behalf of Glasgow City Council across the city. This includes a network of neighbourhood cultural and sports facilities, a range of community learning services and some of the most prestigious venues in the UK (including Kelvingrove Art Gallery and Museum, the Mitchell Library, Tramway, the Emirates Arena and Sir Chris Hoy Velodrome).
- 9.3 Glasgow Life works in every community in the city and through the provision of our services we play an important role in the quality of life in local communities. We take a leading role in enhancing Glasgow's global profile as a major events city and tourist destination and before the pandemic the venues, services and events we deliver on behalf of the Council attracted over 18 million usages each year, with 80%² Glasgow residents using at least one of these services, alongside millions of tourist visits to cultural venues and attendances at events in the city.
- 9.4 In addition to the impact of the Covid-19 pandemic Glasgow Life's work is influenced by a number of UK and local challenges, including large concentrations of ill-health and poverty in the city. We are committed to utilising the scale, reach and depth of our services and networks to enable a greater proportion of Glasgow's communities to access the world-class opportunities the city provides. We will also continue to learn new ways of working which involve deeper engagement with communities and ensure greater equality by realising positive outcomes for groups that are vulnerable to discrimination and/or deprivation.

10. Impact of Covid-19 on services

- 10.1 On 12th March 2020, in response to the Covid-19 pandemic, a ban on all mass gatherings of over 500 people was announced across the UK. On the 18th of March 2020 Glasgow Life closed all but a small number of its venues to the public. This was followed by a full lock-down implemented on 24th March 2020.

- 10.2 In the period from June to December 2020 Glasgow Life introduced a phased reopening of 61 venues in line with the Scottish Government's Route Map and Protection Levels.
- 10.3 Throughout the lockdown of the city during 2020, Glasgow Life embarked upon recovery planning, identifying venues and services with potential to safely re-open and re-start, operating within Scottish Government's Route Map, all of which were the subject of outline business cases which assessed the costs, staffing requirements and impact of re-opening/restarting while meeting legislative restrictions and financial affordability.

As noted by the [General Purposes City Policy Committee on 2nd March 2021](#), [all](#) outline business cases were discussed with the council's Chief Executive and Executive Director of Finance to ensure that there were robust plans in place and that they would not go beyond the letter of comfort provided by the council to the company.

- 10.4 Throughout 2020 Glasgow Life responded to emerging guidance and legislation from the Scottish Government regarding what services could be provided. On 2nd November 2020 the Scottish Government introduced Local Protection Areas, with Glasgow in Level 3, allowing the reopening programme to continue. Between 20th November and 10th December 2020 Glasgow moved to Level 4 and the majority of those venues which had reopened were closed. There was a partial reopening from 11th December 2020 under Level 3 restrictions however venues were required to close again from the 26th December when the city moved to Level 4 and then into enhanced restrictions from 5th January 2021.
- 10.5 An easing of some restrictions on the 12th March 2021 allowed outdoor non-contact sport and organised outdoor group exercise for groups of up to 15 people to resume and on the 23rd March 2021 ten Glasgow Libraries reopened to allow essential PC and internet access.
- 10.6 All of mainland Scotland returned to Level 3 of the Scottish Government's Covid-19 Protection Framework on 26th of April 2021 allowing Glasgow Life to implement the phased reopening of over 90 venues, beginning with libraries, museums and galleries and indoor gyms for individual exercise. Due to a high number of Covid-19 cases Glasgow and Moray remained in Level 3 on the 17th May 2021 when the rest of Scotland moved to Level 2, meaning that travel to and from these areas remained prohibited other than for permitted purposes. These restrictions remained in place in Glasgow until 5th June 2021 when the city moved to Level 2.

- 10.7 From 19th July 2021 all areas of Scotland moved to Protection Level 0 which allowed the reduction of indoor physical distancing from two to one meters. On 9th August 2021 most legal restrictions were lifted as Scotland moved beyond Level 0, including the removal of physical distancing, although some protective measures remain for the foreseeable future.
- 10.8 Glasgow City Council passed a motion on 13th May 2021 (Appendix 2) resolving that all 171 Glasgow Life venues should re-open as soon as funding and Scottish Government guidance allows. Should more funding become available we will discuss future reopening plans with Glasgow City Council, local communities and stakeholders.

11. Financial Context

- 11.1 In the 2021/22 budget, which was agreed by Glasgow City Council on the 11th March 2021, a general cut to the Glasgow Life service fee of £4.7 million (6%) was agreed which reduced the service fee to Glasgow Life to £72.8 million.
- 11.2 The financial impact of the pandemic to Glasgow Life during the financial year of 2020/21 was that the majority of £38 million externally generated income (which funded services to the public) was lost.
- 11.3 Glasgow Life's budgeted operating cost pre-pandemic was £115 million funded by Glasgow City Council Service Fee and earned income. This included savings planned to be delivered during 2020/21 but not achieved due to the impact of the pandemic. Consequently Glasgow Life's operating costs for 2021/22 is £117 million.
- 11.4 Glasgow City Council have agreed to provide Glasgow Life with a guaranteed minimum income of £100 million for 2021/22. This is made up of service fee of £72.8 million plus an earned income target of £27.2 million.
- 11.5 While this additional financial security will allow us to open considerably more venues than originally planned, it still does not return Glasgow Life to our previous level of operating budget.
- 11.6 Therefore, for the current year, we have revised our budget approach to optimise provision of public services and identify which elements of Glasgow Life fit within the £100 million and which sits within the £17 million and requires to be 'deficit funded', until the costs are removed, thereby ensuring long term financial sustainability within a smaller financial envelope.
- 11.7 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 and may continue until the long-term efficacy of the vaccine and the behaviour of Covid-19 can be assessed. There is also uncertainty how customer confidence and the willingness to interact with Glasgow Life services will be impacted by the pandemic. All of this will directly impact on our ability to generate external income which will be vital to longer term financial sustainability of Glasgow Life.

- 11.8 Budgeted income has been conservatively set at £6.4 million for 2021/22. This will be generated through cultural concerts and events, occupancy, sports participation, Glasgow Club, and where possible, other external grants. Early indications are that these prudent income targets are on track to be delivered despite footfall being at levels lower than pre-pandemic.
- 11.9 Since March 2020, Glasgow Life has been successful obtaining one-off Covid-19 monies and will continue to maximise these opportunities while our ability to generate income recovers.
- 11.10 It has been agreed with Glasgow City Council that prior to any further venues and services being considered for re-opening and restarting, the focus over the next few years is to generate earned income of £27.2 million to remove the ongoing financial burden to the Council.

12. Decision making structures

- 12.1 Glasgow Life operates within a defined governance framework which includes:

The Glasgow Life Board

The Glasgow Life Board is made up of 8 Independent Directors, 5 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.

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

operational performance and progress on delivery of priorities within the Vibrant City Theme to Glasgow City Council's Operational Performance and Delivery Scrutiny Committee annually and submits performance information to Glasgow City Council quarterly.

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.

13. Performance Monitoring

- 13.1 Glasgow Life's Strategic Planning Framework provides the policy framework through which we deliver services at a neighbourhood, city, regional, national and international level, and the basis on which it provides strategic advice to the city.
- 13.2 Glasgow Life continually measures performance. All performance indicators are monitored through our Performance Management Framework (PMF) to ensure appropriate alignment and contribution towards city priorities and our strategic objectives. Detailed, service-level reports are submitted to and reviewed by the Glasgow Life Operations Board every financial period, enabling service areas to assess performance and progress against identified priorities. In addition progress is reported to the Glasgow Life Board bi-monthly, to Glasgow City Council on a quarterly basis and annually to all key stakeholders in our Annual Performance Report.
- 13.3 In 2017 Glasgow City Council reviewed the corporate PMF including all of the performance indicators which Glasgow Life reports against. The following two areas of activity were identified by Glasgow City Council as high priority for Glasgow Life to deliver on behalf of the city:
- attendances at all venues across the city;
 - economic value of conference sales:
 - taking place in the city during this financial year
 - won for future years.
- 13.4 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 were set for this financial year.

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

13.6 Progress for the key business areas across Glasgow Life is reported below. Explanatory notes or background details have been included to provide context where appropriate.

14. Performance Report

14.1 Key Performance Indicators

Where applicable this report uses the traffic light system to demonstrate visually performance against target.



More than 5% below targeted performance



2.49% to 4.99% below targeted performance



Meets or exceeds target performance

Glasgow Life	Q1 2021/22	Q1 2020/21	Q1 2019/20	Target 2021/22	RAG	Performance note
Attendances at all Venues (combined total of attendances at Glasgow Sport, Glasgow Libraries, Glasgow Museums and Glasgow Communities below)	760,804	151,197	4,784,892	N/A	N/A	A further 184,518 attendances were recorded at key events, festivals and musical performances. <ul style="list-style-type: none"> • 157,972 in person attendances and GI • 26,546 virtual attendances (across Aye Write, Wee Write and Wee Write Education)
Glasgow Sport (as at Period 4)	382,739	1,353	1,858,194	N/A	N/A	In Quarter 1 there were 382,739 usages across 31 sport venues, however it should be noted that class limits and booking restrictions continued to apply across Glasgow Sport activities during this period but were relaxed from 3 rd September 2021 as Scotland moved beyond Level 0. As at the end of Quarter 1 the online offer had 3,913 online members, and in Quarter 1 recorded over 12,000 views.
Glasgow Libraries	230,088	139,191	1,180,051	N/A	N/A	At the end of Quarter 1 2021/22 there were 22 libraries open to the public which have attracted over 47,000 visits to date, with a further 183,000 virtual visits. Overall visits are 65% ahead of the same period in 2020/21 however in comparison to 2019/20 there is an 81% reduction.

						<p>So far this year there have been 240,000 issues from Glasgow Libraries, 38% more than the same period in 2020/21. As members return to libraries, the level of physical borrowing from libraries has increased by almost 70,000 compared to the same point in 2020/21, and despite this, the level of eOffer borrowing remains high, with nearly 125,000 issues.</p> <p>The reopening of libraries has also meant that members are again able to access the full, free IT offer available, encouraging over 17,000 sessions of PC use and 62,000 sessions of WiFi use.</p> <p>Baillieston, Langside and Pollokshields libraries reopened to the public on Monday 23rd August 2021, welcoming visitors back for the first time during the pandemic.</p>
Glasgow Museums	75,738	0	1,120,012	N/A	N/A	<p>Kelvingrove Art Gallery and Museum, Riverside Museum and the Gallery of Modern Art reopened on 26th April 2021 following the second national lockdown. The People's Palace reopened on 30th June 2021 for the first time since March 2020 and is currently open on Wednesdays and Thursdays.</p> <p>Reduced visitor capacity and a booking process remain in place in all reopened museums to reduce queues and support physical distancing.</p>

						<p>Capacity levels increased in line with the relaxing of restrictions and the move towards Level 0, from a daily capacity of 1,710 across three venues in April 2021 to 2,470 across four venues in June 2021.</p> <p>At the end of Q1 2021/22 four museums have reopened and three remain closed, while Scotland Street School Museum is to be reinstated to its original purpose of delivering education with its transfer back to Glasgow City Council for use as a childcare facility as part of the council's Early Learning and Childcare expansion programme.</p>
Glasgow Communities	68,445	10,653	397,544	N/A	N/A	<p>As of June 2021 11 of 24 community centres had opened to support the delivery of childcare or key local services, with 68,000 visits to date, 58,000 more than the same period last year.</p> <p>From 6th September 2021 we increased access for tenants and let holders at seven of these venues: Barlanark, Bellcraig, Castlemilk, Darnley, Maryhill and Penilee Community Centres and Govanhill Neighbourhood Centre.</p>

Arts, Music & Cultural Venues	3,794	0	229,091		<p>Tramway reopened in June 2021 for Glasgow International (GI).</p> <p>Glasgow Royal Concert Hall (GRCH) hosted its first concert in June 2021 with a performance from the RSNO with a limited attendance of 91, followed by a BBC Symphony Orchestra concert in July 2021 with a total attendance of 153.</p> <p>The City Halls & Old Fruitmarket are temporarily closed due to ongoing roof replacement work.</p> <p>Celtic Connections Schools Concerts were available online from 10th May for 5 weeks. Mini-concerts available as an online resource for teachers for 1 year. Celtic Connections online school concerts delivered 5 episodes in May with 321 views.</p>
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Table 2 - Glasgow Life Performance Q1 2021/22

Glasgow Life	Actual at Q1 2021/22	Actual at Q1 2020/21	Actual at Q1 2019/20	Annual Target 2021/22	RAG	Performance Note:
Attendance Management	3.4%	1.7%	5.0%	3.5%	G	Improving absence levels across Glasgow Life continues to be a priority and absence levels are monitored and reported to the Glasgow Life Operations Board by all service areas every financial period. We aim to support employees improve their attendance through appropriate early interventions, a case management approach with employee relations, the delivery of wellbeing activities and the continued implementation of our Attendance Management Policy.
Economic value of conference sales won for future years	£18,015,090	£14,012,910	£55,983,060	N/A	N/A	No conferences have taken place in the city since between April 2020 and August 2021. As of end August 2021, 205 conferences have considered their options. Of those 205 conferences, 132 have cancelled worth £136 million and 73 have postponed
No of delegate days for future years	42,508	32,054	160,475	N/A	N/A	

Economic Value of Conferences taking place during reporting period	£0	£0	£55,933,780	N/A	N/A	to future dates, worth £163 million to the local economy through delegate spend. The Conventions team continue to support these clients and venues with these changes.
Actual conference delegate nights during reporting period	0	0	154,383	N/A	N/A	In 2021/22 the Conventions sales team, working with city partners, have secured 21 conferences for future dates, attracting over 16,000 delegates, worth over £28 million to the local economy.

Table 3 – Glasgow Life Performance Q1 2021/22

15. Quality Measures and Standards

15.1 Glasgow Life has a range of quality measures and standards to monitor its customer service performance, detailed below.

15.2 Customer Service Excellence

Customer Service Excellent (CSE) is Glasgow Life's key quality framework for ensuring all front facing services are delivering excellence to the citizens and visitors of the city. Currently all Glasgow Life services have suspended their accreditation due to Covid-19 as accreditation requires on-site visits from an independent external auditor which has not been possible during lockdown and the various levels of operating restrictions.

15.3 Visitor Attraction Scheme

The Visitor Attraction Scheme is a quality assurance grading scheme operated by VisitScotland. The scheme has three objectives: to give visitors a means of identifying quality facilities; to help endorse the attraction; to encourage and acknowledge improvement in standards within the industry. Attractions are graded using a one to five star rating system (five being the highest quality).

Visit Scotland have advised that the current awards continue to roll forward until in person visits recommence and have indicated they are not expecting to make any in person visits in 2021.

15.4 The Burrell Collection, which was previously rated as a 4 star attraction is currently closed (due to re-open March 2022) and so is not included in the totals below.

Quality measures	Actual Q1 2021/22	Target Q1 2020/22	Actual Q1 2020/21	Actual Q1 2019/20	RAG Status
Complaints	76% ¹	85%	37% ²	88% ³	A
Mystery Visits ⁴	n/a		n/a	82%	n/a
Quality standards	Actual Q1 2021/22	Target Q1 2020/22	Actual Q1 2020/21	Actual Q1-3 2019/20	RAG Status
Visitors Attraction Scheme (Five Star)	n/a		3	3	
Visitors Attraction Scheme (Four Star)	n/a		5	5	
Visitor Attraction Scheme (Three Star)	n/a		1	1	
CSE Compliance Pluses ⁵					
Glasgow Libraries and Communities	n/a		n/a	26	
Glasgow Museums ⁶	n/a		n/a	14	
Glasgow Sport	n/a		n/a	25	
Glasgow Music, Arts and Cultural Venues	n/a		n/a	24	

Table 4 - Quality measures and standards

¹ 122 complaints received Q1 2021/22, 0.16 per 1,000 visitor.

² Percentage is based on 8 complaints received in Q1 2020/21 (during lockdown).

³ 438 complaints received Q1 2019/20, 0.09 per 1,000 visitor.

⁴ No Mystery Visits have taken place during 2020 and 2021.

⁵ Currently all Glasgow Life services have suspended their accreditation due to Covid-19.

⁶ Glasgow Museums operated an unannounced mystery Health Check approach.

Table 5 - Top 3 complaint categories

Top 3 complaint categories – Q1 2021/22	
1. Booking (49 instances, 37.1%)	This relates to Glasgow Events. The majority related to Euro Fan Zone ticketing process.

Top 3 complaint categories – Q1 2021/22	
2. Events (44 instances, 33.3%)	As above
3. Ticket Selling (39 instances, 29.5%)	As above

16. Risk Management

In 2019/20, in line with the Glasgow Family, Glasgow Life adopted Pentana to electronically record, monitor and manage corporate risk registers and in December 2019 fully adopted the Glasgow City Council Risk Management Policy and Framework.

The full Glasgow Life 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.

Below is an extract showing Glasgow Life's top five risks as at 17th September 2021.

16.1 Glasgow Life Corporate Risk Register – Top 5 risks

	Title	Description	Residual Impact	Residual Probability	Residual Score	Movement since last review	Risk Owner
707	Compliance with statutory legislation - property	RISK: Failure to comply with statutory property legislation. CAUSE: Insufficient revenue and Capital funding to carry out statutory maintenance works in the current estate which is resulting in an increasing backlog. EFFECTS: Potential for harm to building users and staff. Exposure to prosecution by HSE (regardless of actual harm being caused.) Reputational risk to the Charitable Company. Increased exposure to private litigation.	5	5	25	■	Director of Finance and Corporate Services
951	Long term ability to generate the pre-COVID 19 level of earned and fundraising income	Risk – Long term ability to generate pre-Covid-19 level of earned income and voluntary sources of income. Cause – Social distancing restrictions predicted for the foreseeable future Effect – impact on GL income generating services and fundraising opportunities	5	5	25	■	Director of Finance and Corporate Services
977	Financial impact of economic recession and reduced public sector funding	RISK: Significant risk to Glasgow Life future funding CAUSE: Anticipated economic recession, reduced public sector funding from Scottish/UK Governments EFFECT: Significant reduction in level of services which Glasgow Life are able to provide	5	5	25	■	Director of Finance and Corporate Services

965	Equality Impact Assessments	<p>RISK: Failure to consider, collate, and complete Equality Impact Assessments for relevant stakeholders (including the Fairer Scotland Duty) and publish timeously at the point of decision –making (on budget options, staffing changes, service, policy changes and major projects)</p> <p>CAUSE: Lack of staff knowledge of the legal requirement to complete and seriousness of consequences of non- completion, lack of knowledge of requirement to publish at point of decision –making and lack of willingness to sign off completed forms and publish timeously.</p> <p>EFFECT: Reputational damage and potential fine from the regulatory body – the Equality and Human Rights Commission.(EHRC), negative feedback/complaints from local politicians, the public and trade unions. Additional reputational damage through Freedom of Information request responses being incomplete or non-compliant (primarily due mainly to being unable to provide requested EQUIA due to non-completion).</p>	4	5	20	■	Director of Finance and Corporate Services
1621	COP26 - staffing	<p>RISK: People. Availability of staff.</p> <p>CAUSE: Workforce requests of COP 26 team.</p> <p>EFFECT: Impact on ability to deliver COP 26 venue activity and Glasgow Life BAU.</p>	5	4	20	↓	Director of Finance and Corporate Services

Table 6 - Top 5 risks

Date risk register last reviewed	August 2021
Date last considered by the Management Team	15 th September 2021
Date last reported to the Board or other committee	8 th September 2021
Scheduled date of next risk register review	1 st November 2021
Name of person in the organisation with overall responsibility for risk	Jan Buchanan, Director of Finance and Corporate Services

17. Local Government Benchmarking Framework

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.

The culture and leisure framework is built around a set of six indicators that compare the unit costs and customer satisfaction, as shown below.

- Gross cost per attendance at sports facilities;
- Gross cost per museum visit;
- Gross cost per library visit;
- % of adults satisfied with libraries;
- % of adults satisfied with museums and galleries;
- % of adults satisfied with leisure facilities.

All councils are allocated to a 'family group' made up of councils of similar characteristics for more meaningful comparisons, analysis and sharing of best practice. For culture and leisure, Glasgow's agreed benchmarking family includes Aberdeen City, Dundee City, East Dunbartonshire, Edinburgh, Falkirk, North Lanarkshire, and West Dunbartonshire. The information covers the period up to the end of financial year 2019/20.

The figures presented below are the most up to date at the time of writing. Real costs are used for cost indicators which means historical costs have been adjusted for inflation using the latest deflator figures from the Treasury³

As we emerge from the pandemic the Improvement Service have committed to a review of the LGBF, acknowledging that the current indicators will cease to be relevant in the emerging environment. VOCAL (Voice of Culture and Leisure Managers in Scotland) has convened a group of key sector representatives to consider how the LGBF could be strengthened to support and demonstrate recovery of culture and leisure sector. The group includes: Sport Scotland, Museums Galleries Scotland; Scottish Libraries; Creative Scotland; Culture Counts; and Community Leisure UK.

³ <https://www.gov.uk/government/statistics/gdp-deflators-at-market-prices-and-money-gdp-september-2018-quarterly-national-accounts>

	2019/20		2018/19		2017/18		Performance Note
Service	Cost per visit	Rank	Cost per visit	Rank	Cost per visit	Rank	
Sport	£4.94	8 th	£4.58	8 th	£4.97	8 th	<p>During 2019/20 Glasgow continued to have the highest number of actual attendances at sports facilities including swimming pools in Scotland (6,585,200). At a national level Glasgow represents 12.7% of all attendances at sports facilities including swimming pools (up from 12.1% in 2018-19, 11.2% in 2017-18 and 11.0% in 2016-17).</p> <p>Glasgow, however has the highest cost per visit of the large urban authorities, and the highest in Scotland. In 2019-20 Cost per Visit was £2.23 above the Scottish average of £2.71.</p> <p>In terms of Glasgow's cost per visit, this increased by £0.36 in 2019/20. This was the result of an increase in net expenditure of £2.2 million and 33,000 fewer usages. It is worth noting there was a marked reduction usage in February and March 2020, prior to the beginning of lockdown on 21 March 2020. At this point usages were predicted to break 6.9 million for the first time. This would have resulted in an estimated cost per visit increase of £0.13.</p> <p>It should also be noted that the net expenditure indicator excludes all income from, and all attendances by, spectators to sporting events. This is likely to be more significant in Glasgow than any other local authority, in view of the international/national event programme.</p>

	2019/20		2018/19		2017/18		Performance Note
Libraries	£2.65	3 rd	£2.50	2 nd	£2.28	2 nd	<p>Visits to Glasgow Libraries saw 3.0% decline in 2019/20 (140,578 visits) and a 2.5% decrease in net expenditure (£294k) contributing to a move from 2nd to 3rd in the LGBF ranking for this measure.</p> <p>At the end of 2019/20 physical visits to libraries had declined by 3.0% (140,576) year-on year, however prior to March 2020 there had been a year-on-year increase of 1.9% (81,180) on the year to date total.</p> <p>In March 2020 there was a 46.8% (221,756) reduction in visits compared to the previous year. This includes a 55.9% (195,922) reduction in physical visits and a 20.9% (25,823) reduction in virtual visits. This reflects the period in the run up to the first period of lockdown.</p> <p>Visits to Glasgow Libraries are ranked 3rd highest in the family group behind Edinburgh City. It should be noted that Edinburgh City count virtual visits using a different definition to Glasgow Libraries (who follow the CIPFA definitions). It is believed that Edinburgh City's Virtual Visits are inclusive of visits to the webpage of any Edinburgh City service.</p>
Museums	£3.48	5 th	£3.74	6 th	£3.80	3 rd	<p>The museum offering from Glasgow is relatively difficult to compare directly with even those in the benchmarking family as Glasgow has the largest civic museum service in the UK outside of London.</p> <p>In 2019/20 Glasgow reduced the cost per visit to Museums by 6.9% (£0.26) and moved from 6th to 5th position within the LGBF family group.</p>

	2019/20		2018/19		2017/18		Performance Note
							<p>A reduction in cost per visit to Museums since 2018-19 was noted across all Local Authorities in the family group. West Dunbartonshire recorded the most significant reduction (-26.8%, £0.52) and Falkirk the lowest reduction (-3.4%, £0.26).</p> <p>Glasgow's cost per visit to Museums is 6.5% (£0.21) above the Scottish average of £3.27.</p>

Table 7 - Local Government Benchmarking Framework - cost

Table 8 - Local Government Benchmarking Framework - Satisfaction

LGBF	2017-20		2016-19		2015-18	
Service	Satisfaction	Rank	Satisfaction	Rank	Satisfaction	Rank
Sport	71.3%	6 th	69.6%	8 th	68.7%	8 th
Museums	88.1%	1 st	84.1%	2 nd	82.0%	2 nd
Libraries	74.1%	4 th	72.1%	7 th	70.3%	8 th

Performance note:

It should be noted that this indicator does not distinguish the views of non-service users from service users. The Improvement Service mitigate for this by removing respondents with “no opinion” on the service but may still include the views of non-service users.

The indicator “**satisfaction with local authority cultural and sport facilities, by service users in the past year only**” has a significantly different result, shown below. This indicator is not used as part of the benchmarking framework, however it is arguably more relevant in tracking changes in satisfaction as it is based on results from actual service users.

The Glasgow Household Survey (GHS) suggests a year on year reduction for the same indicators. However, these findings should be interpreted in the context of the pandemic, having been captured over a period of unprecedented change and disruption both to Glasgow Life services and to respondents’ day-to-day lives. In addition because this measure is based on users over the past year, coinciding with periods when Glasgow Life venues were closed, there were less than 300 respondents for each of these indicators. Therefore it is advised these figures are treated as indicative due to the small sample size.

It should also be noted that overall satisfaction with the services provided by the Council Family Group decreased compared to the previous wave of the survey: 48% were satisfied (compared with 67% in 2019), while 32% were dissatisfied (compared to 16%), and 19% were neutral in their opinion (compared to 15%).

Table 9 - Glasgow Household Survey and Scottish Household Survey - satisfaction

	Glasgow Household Survey*			Scottish Household Survey**		
	2021	2019	2018	2017-19	2016-18	2015-17
Sport	82%	84%	88%	87%	89%	88%
Museums	88%	97%	95%	95%	95%	96%
Libraries	75%	94%	93%	91%	92%	91%

* No survey was carried out in 2020

** Three year rolling average

18. Equalities and Diversity

Glasgow Life has a key role in supporting equalities in the city: as a large employer, and as an organisation managing public buildings, programmes and activities at significant scale in Scotland's largest and most diverse city.

18.1 Glasgow Life equalities data

Glasgow Life is required by law to carry out Gender Pay Reporting under the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017. Using the Government's guidelines to calculate the Gender Pay Gap, as at 5th April 2020 Glasgow Life reports the following:

Table 10 - Glasgow Life Gender Pay Gap as at 5th April 2020

		2020		2019	
Mean gender pay gap in hourly pay		-9.6%		-6.3%	
Median gender pay gap in hourly pay		-7.2%		-5.3%	
Proportion of males and females in each pay quartile		Male	Female	Male	Female
	Upper Quartile	33.7%	66.3%	47.9%	52.1%
	Upper Middle Quartile	46.9%	53.1%	54.6%	45.4%
	Lower Middle Quartile	48.4%	51.6%	39.0%	61.0%
	Lower Quartile	47.8%	52.2%	38.1%	61.9%
Mean gender pay gap in bonus pay		0.00%		0.00%	
Median gender pay gap in bonus pay		0.00%		0.00%	
Proportion of male and females who got bonus payments		0.00%		0.00%	

Table 11 - Glasgow Life workforce profile – Gender (as at 31 March 2021)

Gender	Headcount	%
Male	1,089	45.1%
Female	1,328	54.9%
Total	2,417	

Table 12 - Glasgow Life workforce profile – Ethnicity (as at 31 March 2021)

Ethnicity	Headcount	%
White employees	1,952	80.8%
BME employees	58	2.4%
Non disclosed	407	16.8%
Total	2,417	

Table 13 - Glasgow Life workforce profile – Disability (as at 31 March 2021)

Disability	Headcount	%
Disabled	109	4.5%
Non disabled	836	34.6%
Non disclosed	1,472	60.9%
Total	2,417	

19. Customer Demographics

19.1 Museums

Since reopening after the first lockdown in August 2020, a ticket booking system has been in place at Glasgow Museums to manage visitor numbers, reduce queues and maintain physical distancing. Similar measures have been introduced across the museum sector.

Ticket bookers are required to provide their postcode to pre-book tickets. Having access to postcodes enables analysis of where and in which SIMD quintile Scottish ticket bookers reside.

Please note there was an average 33% 'no show' for ticket buyers which was latterly offset in part by allowing entry by on the day tickets. The following analysis therefore, is based on useable Scottish postcodes captured between April and August 2021 of visitors who pre-booked a ticket, not actual visitors to museums.

Scottish ticket bookers by Local Authority area

Scottish ticket bookers reside across 24 of the 32 Scottish local authorities.

The majority of ticket bookers reside in Glasgow City (51%, 14,765), followed by North Lanarkshire (8%, 2,421) and South Lanarkshire (8%, 2,268).

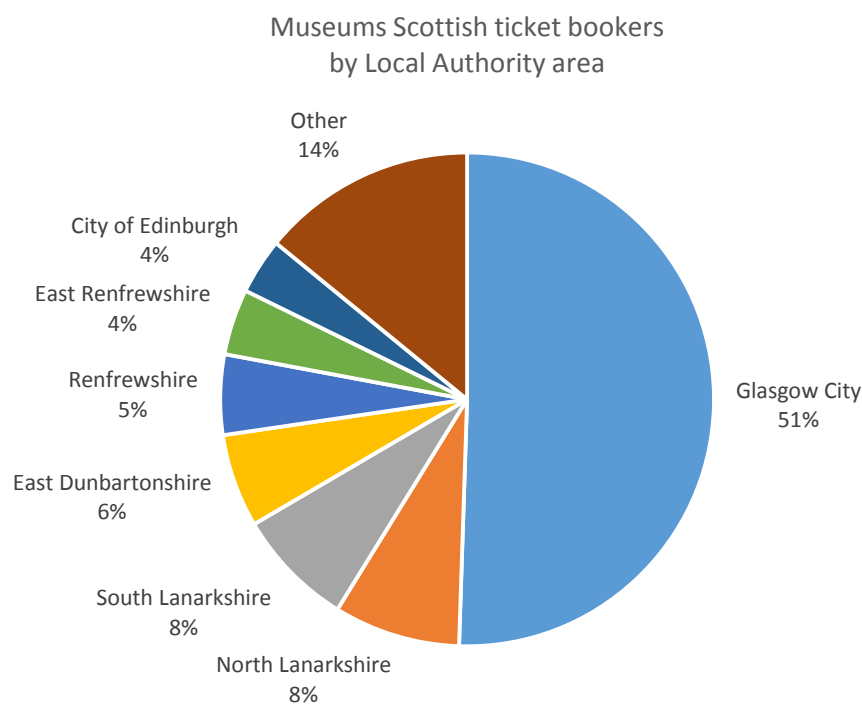


Figure 1 - Museums Scottish Ticket Bookers by Local Authority Area

Glasgow ticket bookers by ward

Ticket bookers reside across all 23 Glasgow City Council ward areas. The highest proportion of ticket bookers reside in Anderston/City/Yorkhill (15%), followed by Partick East/Kelvindale (12%) and Hillhead (10%).

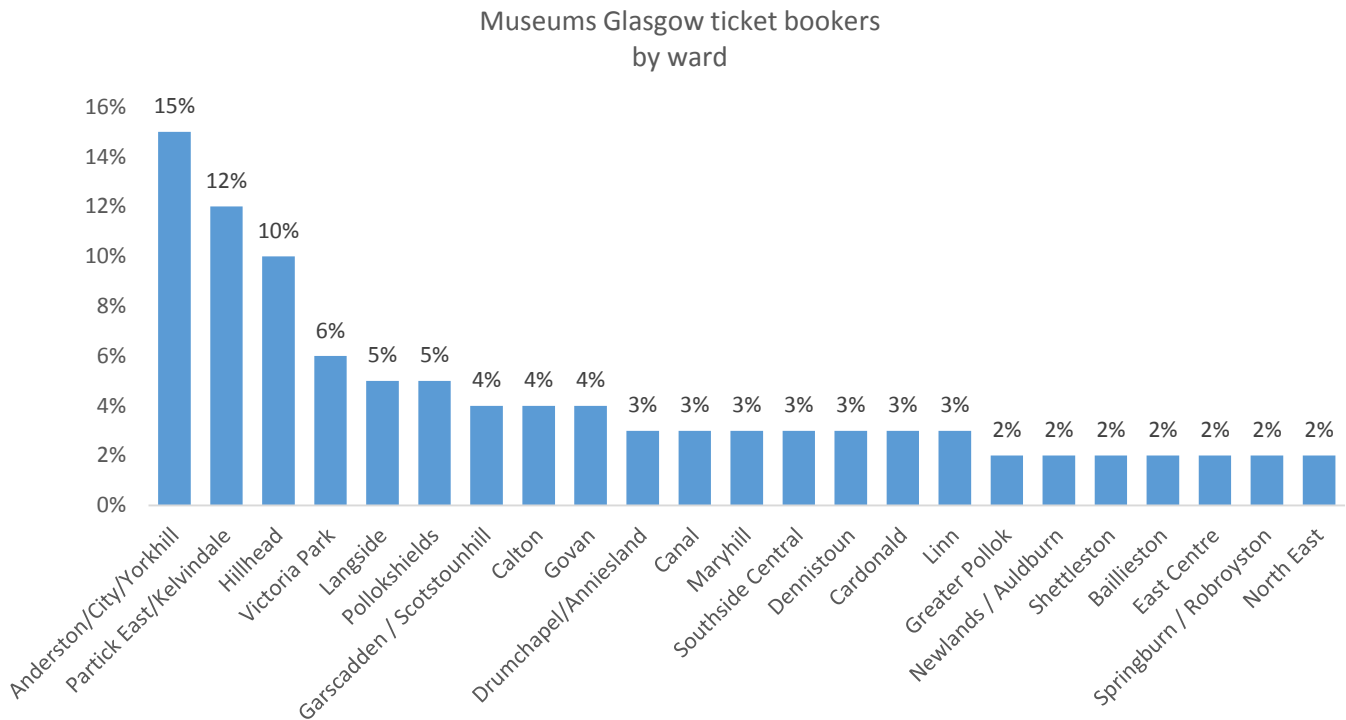


Figure 2 - Museums Glasgow ticket bookers by ward

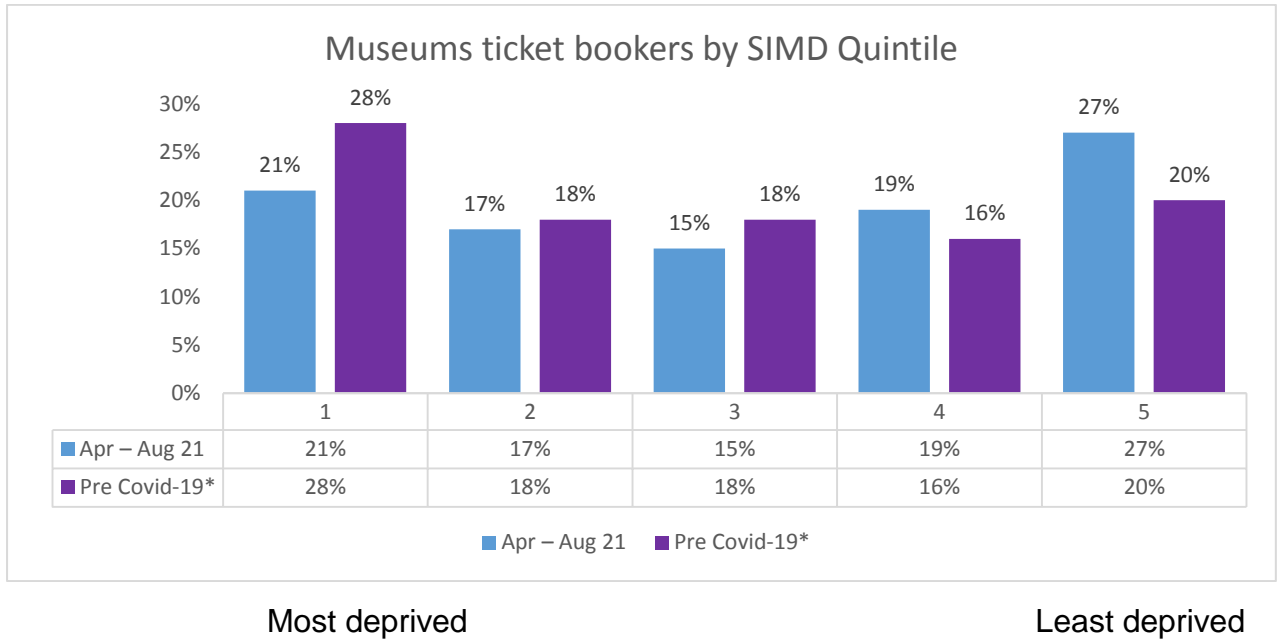
Scottish ticket bookers by Scottish Index of Multiple Deprivation (SIMD)

SIMD is a tool for identifying the places in Scotland where people are experiencing disadvantage across different aspects of their lives.

Useable Scottish postcodes were analysed to rank Museums ticket bookers by SIMD quintile from 1 (most deprived) to 5 (least deprived).

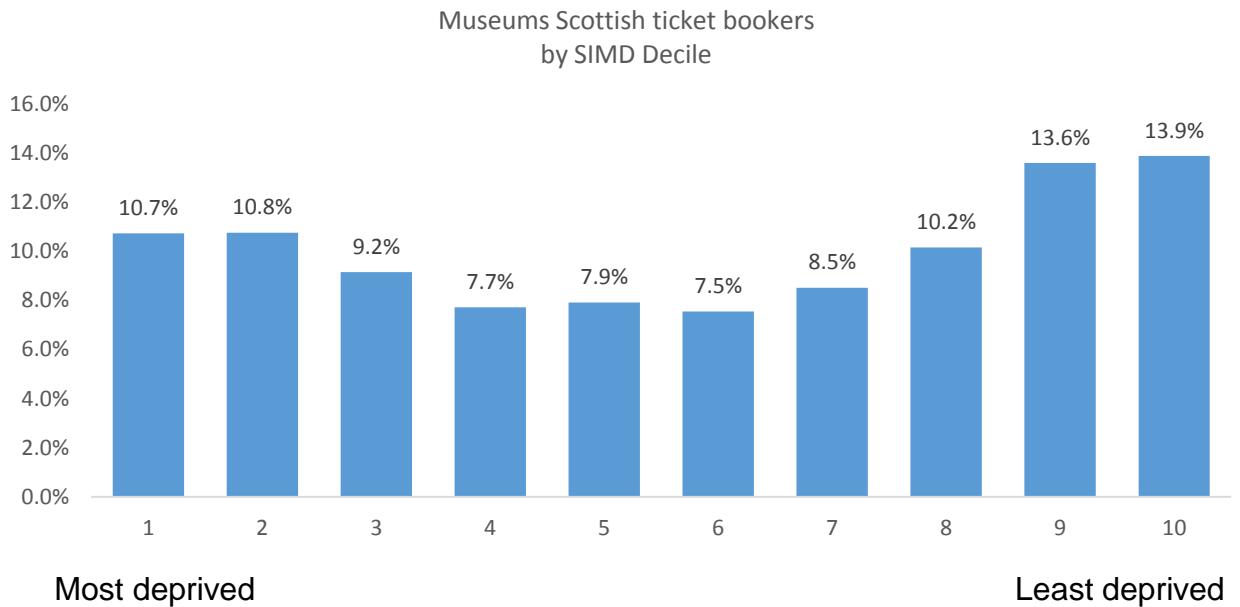
21% of Scottish ticket bookers between April and August 2021 reside within the most deprived areas of Scotland. This is a shift from the pre-Covid-19 Museums visitor profile where 28% of visitors resided within the most deprived areas of Scotland, as captured in the 2018-19 Large Scale Museum visitor survey.

Figure 3 - Museum ticket bookers by SIMD Quintile



*As reported in the 2018-19 Large Scale Museum visitor survey

Figure 4 - Museums Scottish ticket bookers by SIMD Decile



19.2 Glasgow Sport

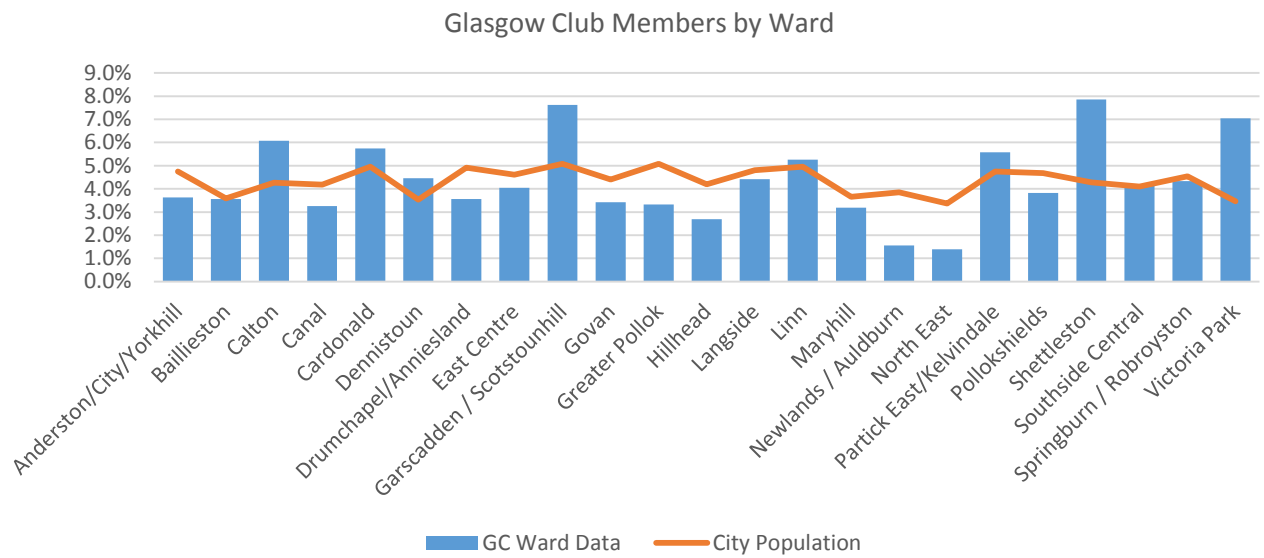


Figure 5 - Glasgow Club Members by Ward

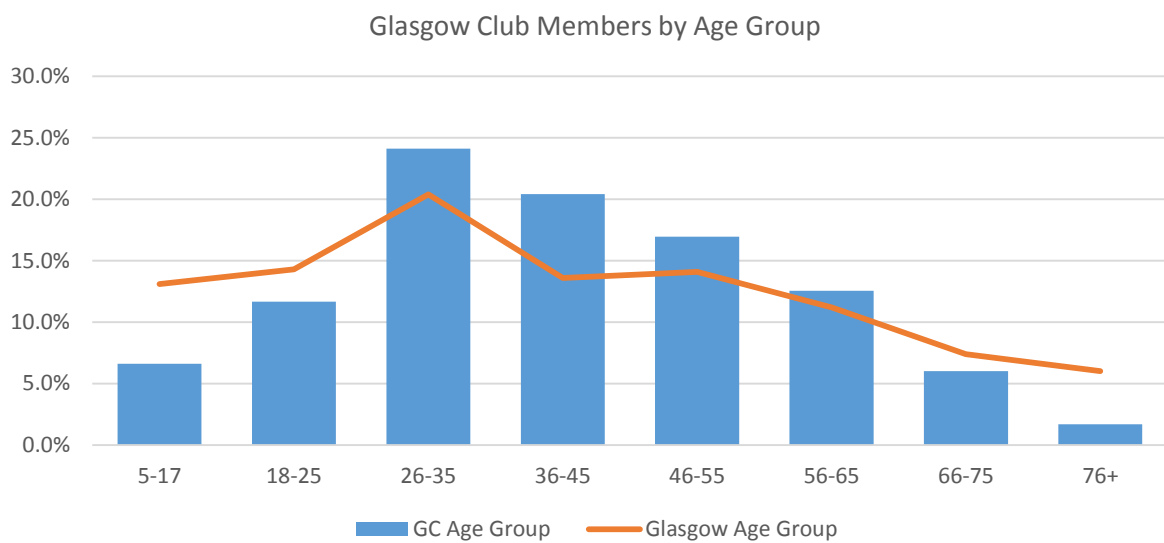
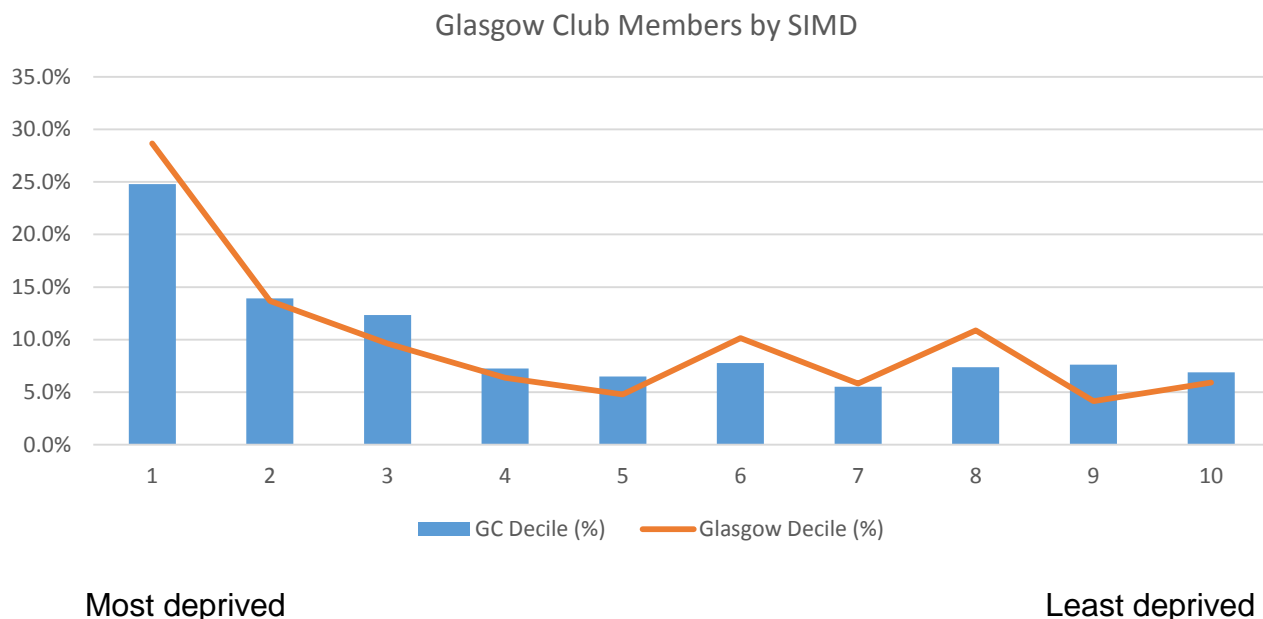


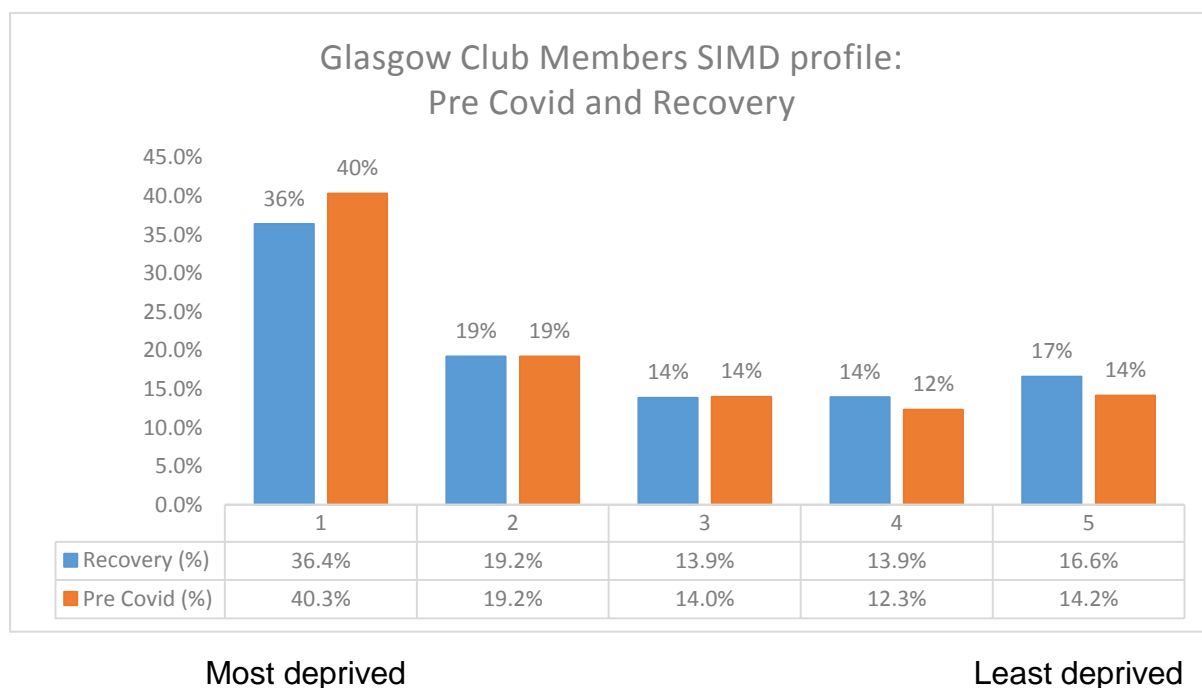
Figure 6 - Glasgow Club members by age group

Figure 7 - Glasgow Club Members by SIMD



36% of Glasgow Club members between April and August 2021 reside within the most deprived areas of Scotland. This is a shift from the pre-Covid-19 where 40% of Glasgow Club members resided in the most deprived areas of Scotland.

Figure 8 -- Glasgow Club members SIMD profile pre Covid and Recovery



19.3 Glasgow Libraries

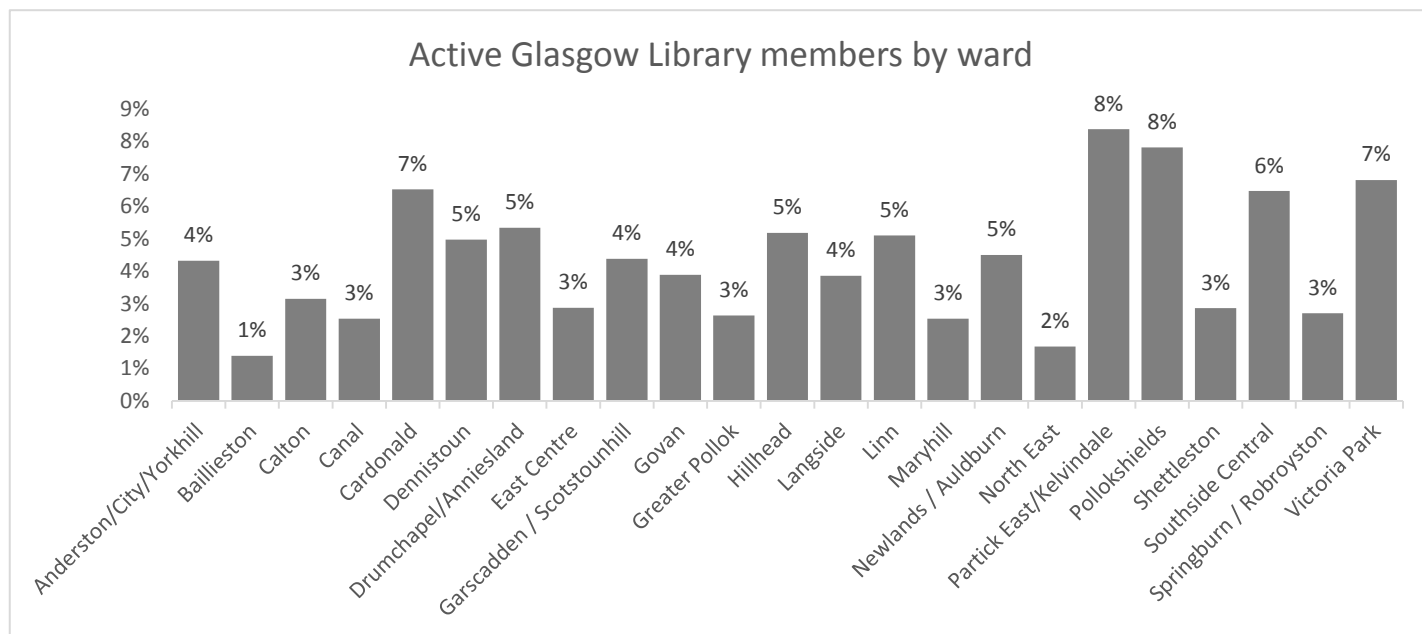


Figure 9 - Active Glasgow Library members by ward

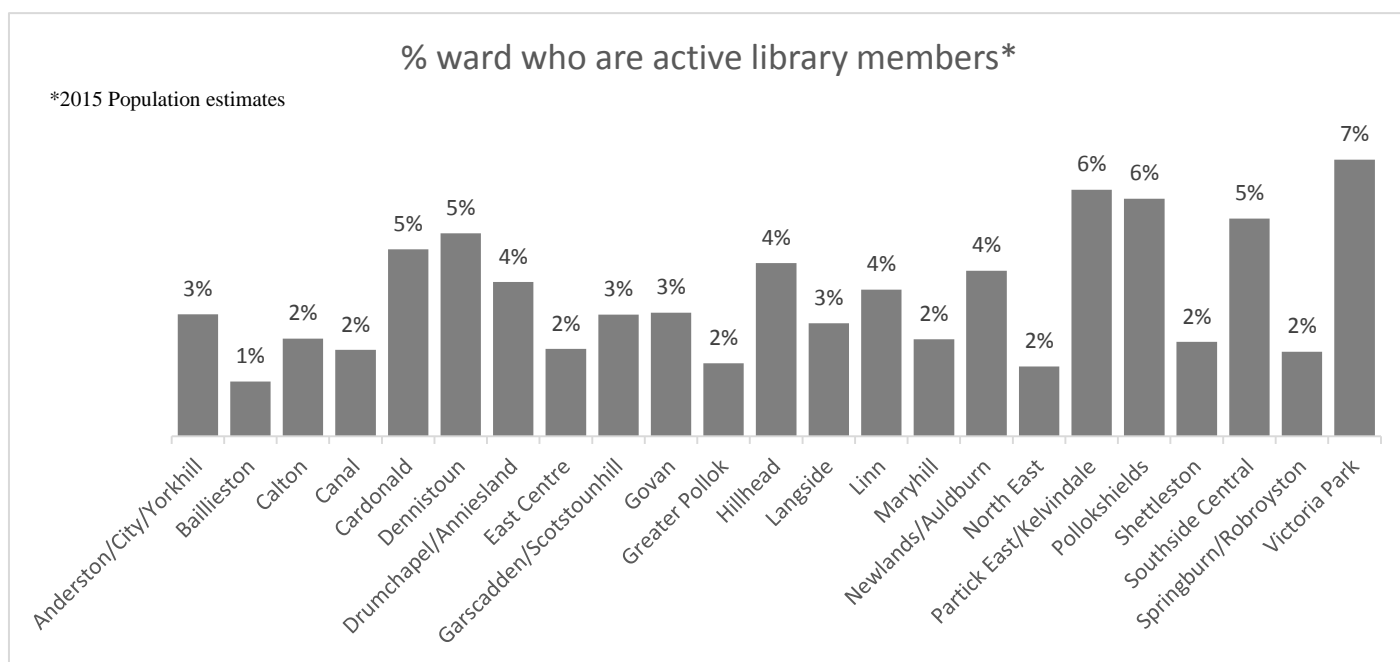


Figure 10 - % wards who are active library members

19.4 **Arts, Music and Cultural Venues**

Opportunities to collect demographic information that is representative of Arts, Music and Cultural Venues' customers are limited due to the nature of the events and activities delivered, often including free events or those organised by third parties. Geographic analysis of ticket buyers for commercial concerts is currently underway and a review of the capture and use of other customer information will be undertaken in 2021/22.

20. **Biggest areas of concern**

- 20.1 Culture, sport and events 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.

Glasgow City Council have agreed to provide Glasgow Life with a guaranteed minimum income of £100 million. This is made up of service fee of £72.8 million plus an earned income target of £27.2 million. While this additional financial security will allow us to restart programmes and open considerably more venues than originally planned, it still does not return Glasgow Life to our previous level of operating budget.

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 museums.

We continue to 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.

20.2 **Council Family Review**

At its Board meeting on 16th June 2021 the Chair of the Glasgow Life Board advised that Glasgow Life had received notification from Glasgow City Council that a strategic review would commence in the very near future, with initial outcomes to be reported in 2022.

While the purpose of the Council Family Review is broadly in response to the council's Best Value duties, Audit Scotland requirements and its long term Transformation Programme, specifically in relation to Glasgow Life the aim is to ensure that the organisation is the most efficient business model for the services it delivers on behalf of the council, that best value is achieved, and that appropriate governance arrangements are in place.

This proposed review presents Glasgow Life and Glasgow City Council with a unique opportunity to review the original service level agreement and related agreements by assessing the 14 year performance of the organisation and carrying out an options appraisal for the future delivery of services.

20.3 **Vibrant City recovery**

As strategic lead of the Vibrant City priority for Glasgow City Council Glasgow Life is responsible for the promotion, advocacy and validation of the cultural, sporting and events sector, as well as positioning Glasgow globally as a destination for leisure and business.

Prior to Covid-19 across Glasgow and the west of Scotland tourism, hospitality, arts, sport, heritage and culture employed almost 80,000 people and brought in over £1 billion to the local economy. Sustainable Tourism employed 29,000 people in Glasgow, and produced GVA of £426 million. Culture and Creative Industries, employed around 22,000 in Glasgow and produced GVA of just under £1.1 billion.

Glasgow also significantly outperformed other cities, with the exception of London, for live music attendance and associated spend. This generated GVA of £105 million and employed 1,141 FTE roles in 2015/16 – a key part of our status as UNESCO City of Music. ⁴

The recovery of the hospitality, events and tourism and the delivery of the Glasgow Life services that have restarted continues to be dependent on unknown factors including customer and visitor confidence, the impact of future changes to Scottish Government restrictions, including the introduction of Covid-19 passports, and the effects of potential new variants of Covid-19 and the 2021 flu season. Glasgow Life surveyed Glasgow's tourism industry in August 2021 to collect data from the industry on the scale of the skills and staffing shortages. Nearly all respondents (96%) reported a difference in staffing levels between 2019 and 2021. Brexit, skill shortages, movement of

⁴ Glasgow City Region City Deal Figures, 2020

staff to other sectors, the Covid-19 pandemic and fear of infection, and a lack of students were cited as possible reasons for this.

20.4 **City Centre**

Data from the Centre for Cities' High Streets Recovery Tracker shows that the Covid-19 pandemic triggered a significant drop in pedestrian and economic activity across cities and town centres. As at 9th September 2021 Glasgow has seen 60% of pre COVID footfall return, ranking as the eighth worst performing city in the UK, with only 12% of pre-Covid-19 workers returning to the city centre.⁵

To support the city centre as restrictions eased, Glasgow Life launched the #LoveGlasgow campaign to encourage locals to get back into the city centre to enjoy what had been much missed during the lockdown. The campaign ran from June to August 2021, supported by Scottish Government funding via Glasgow City Council. Industry was involved in the promotional activity and Glasgow Life provided businesses with a toolkit of social media content to let businesses work collaboratively with the Destination Marketing team to work together to encourage visitors back to the city.

Glasgow Life's Destination Marketing team launched a new visitor facing website for the city at the end of September 2021. This will be used as a key recovery tool for Glasgow's tourism sector and will be fully accessible, with a wide range of engaging content reflecting key sectors and responding to audience insights and user needs.

20.5 **Building Confidence**

Covid-19 has not only affected how we live our lives but has also triggered significant shifts in behavior as people have adapted to measures imposed to control the pandemic including working from home and furlough. It is not yet known the extent that these behavior changes will continue to impact engagement with Glasgow Life services.

In 2019/20 Glasgow Sport recorded 6.6 million attendances across our venues and outdoor estate, and pre lockdown Glasgow Club (Direct Debit) membership ended the year at a record high of over 48,600. To date less than a third of members have re-activated, 15,575, and there are 2.1 million fewer usages this year against the same time in 2019/20. The ongoing restrictions on booking capacity limits the number of available spaces in fitness classes and the gym area. Ongoing distancing measures have altered

⁵ Centre for Cities, 9th September 2021.

our operating model by reducing capacities, creating one way systems, reducing flexibility for the customer and removing a lively atmosphere from all venues.

Many people are still working from home and don't have the same daily routine which may have included training before or after work. It is expected many may continue to work from home as their organisation reform their businesses. As such, our footfall will be directly impacted. In addition, the accessibility of online classes and the investment in 'Home Gym' equipment by the general public could lead to a drop in interest to using our facilities.

In line with the Scottish Government's guidance, we are asking visitors to continue to wear a face covering to keep themselves and others safe when visiting our venues, while recognising that some visitors may be exempt. This produces potential challenges around the enforcement of guidelines to ensure the safety, comfort and confidence of all customers, visitors and staff.

21 Key achievements in 2021

21.1 Events Restart and Reformatting

Glasgow Life has continued to work with Glasgow City Council, industry partners and event organisers receiving subvention to support and enable the restart of events in Glasgow to support the economic and social recovery of the city, including:

UEFA EURO 2020 was the first major event to be held in Scotland since the start of the pandemic and the extensive operational planning by the Local Organising Structure and Host City Team meant both the Hampden Park matches and the Glasgow Green Fan Zone could be staged safely, in Covid-19 secure environments, with fans present.

Although realising the full ambitions for the event was not possible, decisions including the relocation of the Fan Zone from George Square to Glasgow Green enabled the event to take place with the necessary space, flexibility and Covid-19 safety measures. This helped to achieve the high level of spectator compliance.

The 31 days of footballing action, family-friendly sporting activity and brilliant live entertainment saw 315 Host City volunteers welcome around 40,000 Fan Zone visitors. There were 231 hours of free physical activity where community groups were able to take part in team sport. Visitors to the mini pitch ranged from four-year-old mini kickers to walking footballers in their 80s. 1,000

primary school pupils from eight nearby schools and 1,500 young players from 22 grassroots football clubs across the city attended the pitch to get involved in the EURO 2020 fun. A total of 312 artists and performers staged 184 hours of largely free cultural programming across 87 events which showcased the diversity of Glasgow and Scotland's cultural talent.

In addition, the Host City was also able to provide access for 100 looked after and care experienced children to the EURO 2020 matches at Hampden Park through the allocation of the complementary tickets provided as part of Glasgow's Host City status.

Glasgow Life delivered a smaller scale **Merchant City Festival** to comply with Covid-19 related guidelines, with a programme of outdoor arts, circus, dance and more in a safe environment. Limited tickets were available for a range of free outdoor performances at George Square and Barrowland Park, with around 3,000 people enjoying the colour and excitement of the festival in the streets and venues in and around Merchant City.

Glasgow International, Scotland's largest contemporary visual arts Festival was delivered in June 2021, after being postponed in 2020. Attendances reached an estimated 65,000 with the Festival showcasing the work of 150 artists across 44 in person exhibitions and 24 taking place online.

The Glasgow Mela 2021 was held in September 2021, the first post-lockdown event staged at the Kelvingrove bandstand. As well as the live event, the atmosphere of the Glasgow Mela and exclusive content continues to be available online.

Glasgow's much-loved **Aye Write Book Festival** delivered a diverse, digital programme of events over two weekends in May. The festival usually takes place at the Mitchell Library in March, but was postponed in line with the Scottish Government's Covid-19 restrictions. Instead, the 16th edition of Aye Write took place online in May 2021 bringing the festival to audiences worldwide and in the comfort of their own homes.

The **Glasgow Royal Concert Hall** hosted its first concert in 17 months with Jane McDonald playing to a 1,550 strong audience in August 2021. Social media and other feedback on the concert and the venue was largely positive with patrons enjoying being back in the hall despite the need to wear face coverings when not drinking in the dedicated hospitality areas. This marks the beginning of a vibrant programme of new and rescheduled shows.

Some feedback:

“Fantastic first night back seeing Jane McDonald. It was a beautiful sight seeing the concert hall again after what seemed like a never ending nightmare. What a woman in Jane to bring us all back out of hibernation. It was great to be back.”

“Great night last night. Jane was great and it was so good to be back in the theatre.”

In order to help rebuild confidence Glasgow Life will be focusing on a number of key areas to maximise capacity. The key elements will be:

- Burrell Collection – Re-opening Events Programme
- Restarting events –Winter Events, Celtic Connections
- UCI Cycling World Championships 2023 and European Capital of Sport
- World Athletics Indoor Championships 2024 bid

21.2 **Support for sustainable tourism**

Sustainability in tourism and events continues to be a main focus, with Glasgow Convention Bureau (GCB) submitting data for the Global Destination Sustainability Index 2021 ranking of sustainable tourism and events cities. The 2021 results will be announced in October 2021. The GCB have also been supporting Glasgow City Council with data to help achieve EarthCheck sustainable city accreditation. The Bureau were the first in the world to sign up to Tourism Declares a Climate Emergency, supporting Glasgow’s position as a leader in the field of sustainable business event cities, with the team presenting at universities, as well as at national and international business event conferences on the subject.

Since 1 April to 31 August, the GCB 21 new conferences for the future, attracting over 16,500 delegates, worth £28m to the local economy from delegate spend.

With the relaxation of restrictions, Glasgow is able to welcome the return of in-person meetings from mid-September 2021, ahead of the UN Conference on Climate Change, 31 October – 12 November 2021. In addition to COP26, from 1 September to 31 December 2021, there are 18 conferences due to meet in person, attracting over 5,000 delegates.

Tourism partners; Glasgow Life, VisitScotland and Scottish Enterprise have continued to progress the actions within the Glasgow Tourism and Visitor Plan to 2023. In October 2021, the partners are hosting an industry event to bring the sector together for the first time since March 2020. The event will have a

focus on sustainability in tourism and events, as Glasgow prepares to host COP26.

In November 2021, VisitScotland will launch the UNESCO Trail, where Glasgow features as UNESCO City of Music. In support of this positive positioning of the city, Glasgow Life's Destination Marketing team was successful in securing VisitScotland funding to support Glasgow as Scotland's Music City, with a Domestic campaign for 2022.

21.3 Reopening of the Burrell Collection

Since The Burrell Collection closed to the public in October 2016, a comprehensive consultation programme has engaged with more than 15,000 local people, giving ideas, insights and opinions which have shaped every aspect of the redesign of the building, including access to it and the development of the new displays, galleries and spaces within and around the museum.

Prior to the Covid-19 pandemic the Burrell Renaissance project was progressing well, with the main construction period due to complete in early summer 2020 and 98% of funding secured. However as a result of the pandemic, and in line with advice from the Scottish Government, the main building contractor suspended work on site on the 9th April 2020. Since this time a Project Recovery Plan was approved by the Project Executive and it has recently been announced that The Burrell Collection will reopen in March 2022. As Kier Construction Scotland finishes work on the refurbishment of the building, installation of the works of art has now begun.

A new entrance will bring visitors straight into the heart of the building and a newly created central stair will encourage people to explore all three floors of the reimagined collection for the first time. The outdoor landscaping has also been enhanced creating new links between the museum and its stunning greenspace setting within Pollok Country Park.

On reopening, the museum's gallery space will have increased by 35%, allowing important and unique objects from the collection, which have not been seen for decades or have never been on permanent display, to go on show. New displays will give visitors a better understanding of the artworks, the people who made them and some of the people who have owned them. You can find out more about the collection and refurbishment at our new website, burrellcollection.com.

22. Glasgow Life's Live Well Community Referral Model

Community Referral, which is also sometimes described as Social Prescribing, is a means of enabling health professionals, such as GPs and practice nurses, to refer people to a range of non-clinical, community-based services aimed at supporting positive, mental and physical, health and wellbeing outcomes.

Covid-19 has had a huge impact on the health and wellbeing of communities across Glasgow. Throughout the pandemic we have been working to develop a new approach to how we can best match our services with communities' health and wellbeing needs in the future.

We have been looking at how our work across all service areas contributes and links to current and emerging city and national health priorities.

There is abundant evidence of the positive community health and wellbeing benefits that culture, sport and physical activity can deliver and our programmes, experiences and events are needed now as much as ever. Fundamentally, Glasgow Life has the people, power and assets to deliver services and activities which can do more to tackle the health inequalities, as well as the wider social and economic recovery challenges, that Glasgow is now faced with post-Covid-19.

At Glasgow Life's Board meeting in June, approval was given to progress, as a company priority, our new ***Live Well Community Referral Model***.

This represents a transformational change to the way Glasgow Life approaches health inequality; one which makes best use of our unique position as a service provider and community enabler. Our new model will be rooted in working more collaboratively with our partners and key stakeholders to achieve measurable, improved health outcomes for Glasgow's citizens.

A programme of planned engagement is underway with key stakeholders including Public Health Scotland, Health and Social Care's Health Improvement Team for Glasgow, Glasgow's Flourish Steering Group, Public Health Oversight Board, Primary Care and Mental Wellbeing Group, Police Scotland, Clyde Gateway, Glasgow Council for the Voluntary Sector and Sir Harry Burns.

23 Policy and Resource Implications

Resource Implications:

Financial: None

Legal: None

Personnel: None

Procurement: None

Council Strategic Plan: Specify which theme(s) and outcome(s) the proposal supports
Vibrant City

Equality and Socio-Economic Impacts:

Does the proposal support the Council's Equality Outcomes 2017-21

What are the potential equality impacts as a result of this report?

(no significant impact, ~~positive impact or negative impact~~)

Please highlight if the policy/proposal will help address socio economic disadvantage.

Sustainability Impacts:

Environmental: None

Social, including opportunities under Article 20 of the None

*European Public
Procurement
Directive:*

Economic: None

**Privacy and Data
Protection impacts: None**

24 Recommendations

The Operational Performance and Delivery Scrutiny Committee are asked to note:

- Progress on relevant Council Strategic Plan priorities for 2021/2022.
- Priorities and service performance since the previous OPDSC update
- Key achievements
- Key challenges/issues
- Recovery activity
- Benchmarking

Appendix 1
Vibrant City Progress

A Vibrant City					
Action	Milestones	Progress and Performance Q1 2021/22	Planned Activity Q2-3 2021/22	Lead Service	RAG
13. Maintain Glasgow's reputation as a world class city for heritage and events building on the legacy of 2014 and support Glasgow to become more active and meet the outcomes set for an Active Scotland.					
13.1 Continue to market Glasgow as one of the world's great stages for events.	Progress the city Events Strategy and encompass the ambitions for the city to compete internationally with the best cities for world class sporting, cultural and creative events and conventions; making best use of our cultural assets and heritage; and ensuring the people of Glasgow benefit through access to sport and culture opportunities.	<p>In light of the continued impact of the pandemic on the events industry and ongoing recovery planning, the launch of the Events Strategy was paused to enable GL to respond to the immediate impact on the city and revisit the strategy to align with city recovery at a later date.</p> <p>GL and GCC have continued to progress the principles and ambition of the strategy to promote Glasgow as a world class sport and events destination.</p> <p>Industry Engagement, Support and Advocacy:</p> <p><u>Events Industry Advisory Group</u> GL CEO Dr Bridget McConnell is a founding member of this national forum, established to advocate for the</p>	<p>Plans for the launch and implementation of the Events Strategy will be revisited to align with and support city recovery. Glasgow Life will lead on this with updates and reporting to the GEB who have oversight on the strategy.</p> <p><u>Annual Events Calendar</u> Glasgow Life will continue to plan for the return of Glasgow's events calendar and delivering in person events where</p>	Glasgow Life	Green

A Vibrant City

Action	Milestones	Progress and Performance Q1 2021/22	Planned Activity Q2-3 2021/22	Lead Service	RAG
		<p>sector to Scottish Government and lead sector response/ recovery.</p> <p><u>Glasgow Tourism and Events Group</u> Glasgow Life established a Glasgow Tourism and Events Group to report into Glasgow Tourism Partnership on the impact of Covid-19 on the Tourism and Events Sector. These reports go directly to the Glasgow Economic Leadership Board and associated national forums.</p> <p>Glasgow Life is also working with National bodies, including EventScotland/ VisitScotland, sportscotland, Creative Scotland and UK Sport, to understand and help inform the restart of events, how this would translate for Glasgow and to advocate for support for the city and industry. This has included participation in national forums, the commissioning of the role of research into the role of events in Health and Wellbeing and input to operational needs of the industry.</p>	<p>permitted to support recovery. This includes:</p> <p>The 18th edition of Glasgow International Piping Festival – Piping Live! took place in August 2021. A hybrid in person and online approach will be taken to event delivery.</p> <p>Glasgow Mela – a smaller scale event was delivered on 5th September 2021 at the Kelvingrove Bandstand</p> <p><u>Winter 2022 and Beyond</u></p> <p>The final FEI report will be submitted to the GEB in Sept for endorsement.</p>		

A Vibrant City

Action	Milestones	Progress and Performance Q1 2021/22	Planned Activity Q2-3 2021/22	Lead Service	RAG
		<p>Events Restart and Reformatting</p> <p>Glasgow Life has continued to work with Glasgow City Council, industry partners and event organisers receiving subvention to support and enable the restart of events in Glasgow and Scotland to support the economic and social recovery of the city, including:</p> <ul style="list-style-type: none"> • EURO 2020 • Merchant City Festival • Glasgow International Festival of Contemporary Art <p>A number of events were also cancelled for 2021 due to uncertainty, including the World Pipe Band Championships and the Great Scottish Run.</p> <p>Winter Events Review and 2022 Recommendations</p> <p>Festival and Events International (FEI) were commissioned by Glasgow Life on behalf of the Glasgow Events Board (GEB), and the city's stakeholders to</p>	<p>Glasgow Life will lead the development of a winter business plan based on the recommendations of the report in collaboration with Glasgow City Council, city and national stakeholders to present to GEB to secure subvention and seek financial support from partners.</p> <p><u>Events Business Planning</u></p> <p>Glasgow Life will commence business planning for the city's annual events to align with city priorities and respond to opportunities arising from the pandemic to support city economic and social recovery.</p>		

A Vibrant City					
Action	Milestones	Progress and Performance Q1 2021/22	Planned Activity Q2-3 2021/22	Lead Service	RAG
		<p>undertake a review of the city's current approach to winter events programming, promotion, planning and co-ordination and to identify opportunities to develop a more strategic, coherent approach through a new Winter Festival proposition to be developed in consultation and partnership with citizens and businesses. The draft report and recommendations were presented to the GEB for input before the final report is submitted for endorsement.</p> <p>Glasgow Events Board and Subvention Glasgow Life also continued to manage event enquiries to the city on behalf of the GEB, including providing advice and facilitating connections to colleagues and partners.</p> <p>Sonica 2022 and Lateral North's After the Pandemic were two events that GEB committed to support.</p> <p>Cycling World Championships 2023</p>	<p>This will include consultation with Glasgow City Council, city and national stakeholders as appropriate.</p> <p><u>Events Marketing Strategy</u></p> <p>Glasgow Life will develop an events marketing strategy and resource to enable the promotion of Glasgow as a world leading events destination and support attraction, leveraging and delivery of events.</p> <p><u>Cycling World Championships 2023</u></p> <p>Glasgow Life Events team coordinated a series of events and</p>		

A Vibrant City					
Action	Milestones	Progress and Performance Q1 2021/22	Planned Activity Q2-3 2021/22	Lead Service	RAG
		<p>Glasgow Life has established a project team and governance structure, including the Strategic Management Group with GCC, Glasgow Chamber of Commerce and Scottish Cycling representatives to drive the city's animation around the Cycling Worlds and accelerate policy outcomes across participation and engagement, active travel, tourism and events.</p>	<p>PR in August 2021 with Cycling World Championships Ltd around the message 'two years to go to the Cycling World Championships 2023'.</p> <p>Glasgow Life will engage a marketing agency to drive profile, engagement and outcomes from the city hosting the event.</p> <p>Glasgow Life will also establish a structure to deliver the Cycling Worlds events in Glasgow, with the possibility of organising national components of the event.</p>		

A Vibrant City					
Action	Milestones	Progress and Performance Q1 2021/22	Planned Activity Q2-3 2021/22	Lead Service	RAG
13.2 Encouraging bids for future international sport events	<p>Build on success of hosting Homeless World Cup in 2016, Continue to promote the city as a world-class sporting venue by delivering international sporting events.</p> <p>Continue to promote our international reputation as a world-class sporting city through our ranking in 5th position on the world leader board at the Sport Business Ultimate Sports Cities Awards, and the Global Sport Tourism City Award.</p>	<p>The catastrophic impact of the pandemic on the global events industry has seen major event owners and sectors focus on immediate responses and the cancellation/ relocation/ delay rather than future hosting strategies.</p> <p>Glasgow Life has continued to focus on key activities to continue momentum and build on Glasgow's track record, including:</p> <p>Engagement and Advocacy Continuing to connect with Scottish Government, including EventScotland, UK Sport, major sports governing bodies and other event owners to promote Glasgow's hosting credentials;</p> <p>Major World Championship feasibility and other one-off events Progressing with UK wide partnership to inform potential bid and a number of other discussions across different sports underway.</p> <p>Major Event Learnings</p>	<p>Building Future Calendar - Continue to engage and advocate for Glasgow with key stakeholders and event owners to attract and secure future international sport events. It is recognised that the immediate focus may be more towards UK/ domestic events and audiences until international travel has recovered</p> <p>European Capital of Sport 2023 Planning to commence with the aim of bringing together and coordinating a programme of events and activities as part of the year, which will include promoting</p>	Glasgow Life	Green

A Vibrant City

Action	Milestones	Progress and Performance Q1 2021/22	Planned Activity Q2-3 2021/22	Lead Service	RAG
		<p>Reviewing learnings from previously hosted events to inform future bidding and planning to deliver greater impact.</p> <p>Glasgow was also recently named by industry leader <i>Sports Pro</i> in the top 7 sporting event destinations to watch in the coming years.</p>	<p>Glasgow as a sport and events destination. This will be used as a platform to build new relationships/networks and enhance existing to attract future sports events.</p> <p>Planning for the 2023 UCI World Cycling Championships</p> <p>Exploring the feasibility of hosting the World Athletics Championships 2024.</p>		
13.3 Develop a new sports strategy, providing access to free facilities, coaching and different kinds of sports, to continue to ensure that people of all ages	Launch A Legacy Framework for Glasgow’s Sport & Physical Activity, which is developed in partnership with local, city and national stakeholders.	Complete. Final update reported end of Year 4 (2020/21).		Glasgow Life	Complete

A Vibrant City					
Action	Milestones	Progress and Performance Q1 2021/22	Planned Activity Q2-3 2021/22	Lead Service	RAG
and abilities can take part in sport for health, competition or just for fun.					
<p>13.4 Continue to build on the legacy of the Commonwealth Games, ensuring that other policies support opportunities for people to participate in physical activity, whether that be team sport or walking to school.</p> <p>Build legacy planning into the 2018 European Championships.</p>	Facilitate the delivery of the 2018 Volunteer Programme and the legacy associated with volunteering opportunities beyond the 2018 European Championships.	Complete. Final update reported end of Year 2 (2018/19) .		Glasgow Life	Complete
13.5 Implement the Active Scotland Outcomes frameworks for both health and physical activity.	Continue to support the Active Scotland Outcomes Framework.	Complete. Final update reported end of Year 3 (2019/20)		Glasgow Life	Complete

A Vibrant City					
Action	Milestones	Progress and Performance Q1 2021/22	Planned Activity Q2-3 2021/22	Lead Service	RAG
13.6 Continue to offer a broad range of universal free services and discounted entry fees to our main museum collections and sporting activities.	Update the Glasgow Life website to actively promote free services and those which have reduced entry fees.	Complete. Business as usual. Final update reported end of Year (2019/20) . Activity is monitored through the Glasgow Life Performance Management.		Glasgow Life	Complete – Business as Usual
	Glasgow Life will simplify sport membership and pricing structures making it fairer – encouraging more people to be more active by introducing new membership products which offer value for money	Complete. Final update reported end of Year 4 (2020/21). Business as usual. Activity is monitored through the Glasgow Life Performance Management.			
13.7 Where possible, remove the barriers of accessibility and location that can prevent people taking part in sporting activities at all levels.	Update the Glasgow Life Equality Policy and refresh the 'Equality and Diversity Action Plan',	Complete. Final update reported end of Year 3 (2019/20) . Progress on the Equality and Diversity Action Plan is reported to the Glasgow Life Board.		Glasgow Life	Complete

A Vibrant City					
Action	Milestones	Progress and Performance Q1 2021/22	Planned Activity Q2-3 2021/22	Lead Service	RAG
14. Refurbish and re-launch the Burrell Collection.					
14.1 Refurbish and redisplay the Burrell Collection through the Burrell Renaissance project, relaunching the Burrell Museum in 2022. <i>(updated 2021)</i>	Refurbish and redisplay the Burrell Collection through the Burrell Renaissance project, relaunching the Burrell Museum in 2022.	Prior to the Covid-19 pandemic the Burrell Renaissance project was progressing well, with the main construction period due to complete in early summer 2020 and 98% of funding secured. However as a result of the pandemic and in line with advice from the Scottish Government the main building contractor suspended work on site on the 9th April 2020. Since this time a Project Recovery Plan was approved by the Project Executive and it has recently been announced that The Burrell Collection will reopen in March 2022. installation of the works of art has begun.	It has recently been announced that The Burrell Collection will reopen in March 2022. Installation of the works of art has begun and planning is underway for pre and post opening events. Funding of £320k from Glasgow Event Board has been secured. An application to Event Scotland's International Fund for £320k is awaiting feedback.	Glasgow Life	Green
	Deliver international tour of the Burrell Collection.	Complete. Final update reported end of	Year 3 (2019/20)		
	Develop a vision and action plan for the transformation of Pollok Country Park.	An Active Travel Management Plan for Pollok Country Park has been developed following an extensive engagement process and secured Planning Approval in 2020. Site start was delayed as a result of the impact	With land ownership negotiations still ongoing, the works that can start are proceeding in late Summer 2021 to be		

A Vibrant City					
Action	Milestones	Progress and Performance Q1 2021/22	Planned Activity Q2-3 2021/22	Lead Service	RAG
		of Covid-19 and ongoing land ownership negotiations.	complete before the re-opening of the Burrell Collection.		
15. Deliver the Glasgow Tourism and Visitor strategy.					
15.1 Work towards achieving an ambitious target of an annual tourism spend of £771million. By 2023. (updated 2021)	<p>Work in partnership with Visit Scotland and Scottish Enterprise to deliver Glasgow's Tourism and Visitor Plan to 2023.</p> <ul style="list-style-type: none"> • Cultural Tourism • Destination Marketing • Capital Investment. • Skills and Jobs • Business Tourism • Destination Development 	<p>The mid-term review of Glasgow's Tourism and Visitor Plan, completed in June 2020, has informed the priorities for the recovery of tourism to the city. A detailed action plan has been designed and agreed by Glasgow Life, VisitScotland, Scottish Enterprise and the Glasgow Tourism and Events Group, representing industry, to support recovery and renewal, as well as future sustainable growth for the Tourism and Events sector. With this in mind, the action has changed to delivering value, as opposed to volume through Tourism and Events. The target is now to deliver of £771m economic benefit, rather than visitor numbers, a target that was achieved pre-pandemic in 2019 with £774m economic benefit generated.</p> <p>•Sharing our cultural city (with a focus on Heritage, Contemporary Art, Music,</p>	<p>Continued delivery of domestic marketing campaigns in 2021, moving to international marketing when travel restrictions are lifted.</p> <p>Launch of the VisitScotland UNESCO Trail, promoting Glasgow UNESCO City of Music in Nov 2021.</p> <p>Launch of the Travel Trade strategy to promote Glasgow and the City Region to high-end tour groups</p> <p>Restart of conference business anticipated in late 2021, prior to</p>	Glasgow Life	Green

A Vibrant City					
Action	Milestones	Progress and Performance Q1 2021/22	Planned Activity Q2-3 2021/22	Lead Service	RAG
		Charles Rennie Mackintosh, Food & Drink) •Developing innovative and competitive products and services •Supporting seamless journeys (wayfinding, bookability, accessibility) •Building on business and leisure events (by encouraging visitors Delivery of domestic marketing campaigns in 2021.	COP26 in November 2021 Restart of major events with the 2020 UEFA European Football Championships.		
15.2 Develop new tourist routes across the city, including to areas such as the Southside and east end.	Develop city and neighbourhood promotion materials.	Complete. Final update reported end of Year 3 (2019/20)		Glasgow Life	Complete
16. Develop a Cultural Strategy and Plan for Glasgow, and manage engagement through a cultural forum.					
16.1 Establish a Creative Glasgow Forum to meet on a regular basis to oversee the development of the Cultural Plan	Use outputs from the first Culture Summit to influence long term planning and delivery.	Complete. Final update reported end of Year 2 (2018/19) .		Glasgow Life	Amber
	Establish a Creative Glasgow Forum with a remit to help develop the long term plan for the city, as well as	Following extensive engagement with the Glasgow's cultural sector over a number of years, a co-produced draft Cultural Plan has been developed. It has not been launched due to the	The formation of a short term Cultural Recovery Group, tasked with updating the draft Culture Plan		

A Vibrant City

Action	Milestones	Progress and Performance Q1 2021/22	Planned Activity Q2-3 2021/22	Lead Service	RAG
	<p>understanding and agreeing how to protect cultural spending and investment.</p> <p>The Creative Glasgow Forum will form a support network and develop relationships that last beyond the Summit.</p>	<p>significant impact that the Covid-19 pandemic has had on the cultural sector and subsequently requires to be reviewed in the light of changes in the city in the intervening period.</p>	<p>with a recovery focus, was delayed due to the 2nd lockdown but a meeting was held with the sector and CreativeScotland to progress the terms of reference and membership on the 17th June 2021.</p> <p>Discussions are still at an early stage in the establishment of a Creative Glasgow Forum to feed into a Cultural Recovery Group. This work has been delayed though the approach to the update of the Cultural Plan will have a firm focus on recovery of the sector.</p>		

A Vibrant City					
Action	Milestones	Progress and Performance Q1 2021/22	Planned Activity Q2-3 2021/22	Lead Service	RAG
16.2 Develop a Cultural Plan for Glasgow setting out a 25 year vision to support the arts and artists in Glasgow.	Develop a 25 year Cultural Plan with equity of access, participation and excellence vision for art and artists in the city.	Merge. Reporting on the launch of the Cultural Plan will be merged with reporting against 16.1		Glasgow Life	
	A second Cultural Summit is held in 2019/20	Complete. Final update reported end of Year 3 (2019/20)			
16.3 Work to protect cultural spending and investment, recognising the wider impact of culture in our society in strengthened community identity and pride, a positive impact on health and wellbeing, enhanced educational outcomes and economic development.	Evidence the impact of investment in cultural services using recognised quality assurance models such as EFQM and How Good is our Culture and Sport?	Complete. Business as usual. Final update reported end of Year 3 (2019/20) . Monitoring will continue through Glasgow Life Performance Management.		Glasgow Life	Green
	Maintain Glasgow's UNESCO City of Music title and reputation through fulfilment of mandatory UNESCO reporting and membership activity, as well as international collaborations, and developing world class promotional events	Monthly online meetings with the global Music Creative Cluster network (UCCN) have enabled greater engagement with this forum. The Scottish Government confirmed funding for the Scotland wide UNESCO trail of which Glasgow is the only city of music.	Attend the next cluster meeting online in November 2021. Bring together in person and online music tourism content as part of the Visit Scotland UNESCO trail.		

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Action	Milestones	Progress and Performance Q1 2021/22	Planned Activity Q2-3 2021/22	Lead Service	RAG
			Meet representatives of UNESCO City of Music Norrköping (Sweden) who will be in Glasgow for the Host City event in December 2021.		
	Increase media profile in support of UNESCO City of Music through consultation and new partnership agreements with the wider music sector, marketing promotions and high profile activity as well as programmes to support and development of grass-roots music development in the city.	Complete. Final update reported end of Year 3 (2019/20)			
	Develop new Music Strategy for the city	No activity undertaken during this period.	Review need and objectives for the strategy in line with Covid-19 impacts and consult and plan next		

A Vibrant City					
Action	Milestones	Progress and Performance Q1 2021/22	Planned Activity Q2-3 2021/22	Lead Service	RAG
			steps with music sector		
17. Use the City's strong cultural network to identify and support artists in residence in local areas.					
17.1 Use the City's strong cultural network to identify and support artists in residence in local areas.	Develop the artist in residence programme	<p>Phase 2 concluded in August 2021 with a film created to create a snapshot of the range, scale and innovation of Creative activity that took place.</p> <p>Proposals have been received from artists to continue into Phase 3 which has explicit links to COP26 objectives and will work in partnership with COP26 City Partner Bloomberg on a Legacy project.</p>	<p>Deliver Phase 3 from October 21 – April 2022</p> <p>Work with Bloomberg will create a platform for strategic partnerships, with Bloomberg, and community engagement around Glasgow's sustainability goals in the run up to as legacy of COP26.</p>	Glasgow Life	Green
18. Develop an events strategy including how we measure the success and impact of events.					
18.1 Develop an events strategy including how we measure the success and impact of events.	<p>Develop a new Events Strategy for the city with key city stakeholders and partners.</p> <p>Ensure current events in calendar progress to completion</p>	Complete. Final update reported end of Year 3 (2019/20)		Glasgow Life	Complete

A Vibrant City					
Action	Milestones	Progress and Performance Q1 2021/22	Planned Activity Q2-3 2021/22	Lead Service	RAG
19. Develop a Historic Glasgow strategy and work with city region partners and others on continued transformation of the River Clyde and waterfront.					
19.1 Develop a Historic Glasgow Strategy to protect and restore our built heritage, and work with local residents and business owners to establish Historic Glasgow Zones.	Work with stakeholders to develop an approach for a long term built heritage plan for the city, linked to the Economic Strategy and Glasgow's Visitor & Tourism Plan	Complete. Final update reported end of Year 3 (2019/20) . The Heritage Asset Plan has superseded these actions and activity relating to re-use of listed buildings will be reported under Commitment 77		NRS	Complete
	Re-use of Listed Buildings	Merge. The Heritage Asset Plan has superseded these actions and activity relating to re-use of listed buildings will be reported under Commitment 77.			
	Refresh the People Make Glasgow website, providing information on the city's heritage sites as part of our Visitor Information.	Complete. Final update reported end of Year 2 (2018/19) .		Glasgow Life	

A Vibrant City					
Action	Milestones	Progress and Performance Q1 2021/22	Planned Activity Q2-3 2021/22	Lead Service	RAG
20. Develop the City Design Quarter and introduce a 'Glasgow Made' Award.					
20.1 Support developments which strengthen the performing and visual arts sectors at Speirs Locks and the canal area, as well as projects to improve environmental quality. <i>(updated 2021)</i>	Support developments which strengthen the performing and visual arts sectors at Speirs Locks and the canal area, as well as projects to improve environmental quality.	Public realm works on site to Baird's Brae (connecting the Canal/ Speirs Locks to Woodside Active Travel) and North Canalbank St/ Landscape Link. Regeneration Capital Grant funded works on site at Civic House and on the street through Vacant and Derelict Land Fund. The Canal Co-op is working with a number of key cultural enterprises in Spiers Locks on a range of events to raise the profile of the area.	Completion of public realm works currently on site. Continue work with Canal Co-op in raising the profile of the area.	NRS	Green
21. Support communities to develop play opportunities and street play spaces.					
21.1 Support wellbeing and resilience through play and physical activity by creating community and street play spaces and through investment in active infrastructure across the city.	Continue to deliver programmes in our communities contributing to play and physical activity including Wee Play and Good Moves.	Glasgow Life will continue to deliver programmes in communities contributing to play and physical activity including Wee Play and Good Moves. In addition, a review will take place to support the heightened challenges young people are facing following Covid-19 and the direct impact on their mental health and wellbeing.	Glasgow Life have re-started programmes in communities contributing to play and physical activity. This has been through Glasgow Life venue recovery and programme recovery planning groups.	Glasgow Life	Amber

A Vibrant City

Action	Milestones	Progress and Performance Q1 2021/22	Planned Activity Q2-3 2021/22	Lead Service	RAG
		<p>Good Move is looking at our pre 5 and family work to see how this could be widened to include young people, given the effects the pandemic is having on mental health.</p> <p>Evidence is highlighting that there is a need to support young people’s mental health, particularly those in our most deprived communities. The latest schools health & wellbeing study showed:</p> <p>22% had at least one behavioural, emotional or learning difficulty.</p> <p>34% of North East pupils had probable depression.</p> <p>26% of pupils in least deprived schools had probable depression.</p>	<p>Through Glasgow Life’s community referral team, work is being explored i.e. supporting young people referred into the youth health service to access the gym.</p> <p>As we begin to hear what’s needed by our partners we can begin to work up our offer for young people.</p> <p>In addition, we are looking at pulling a cross service ‘youth’ group together to look at what support we have for young people’s wellbeing.</p>		
21.2 Support communities to consider traffic free zones around	Provide street play for local communities. Review traffic arrangements around	Complete. Final update reported end of Year 2 (2018/19) .		NRS	Amber

A Vibrant City

Action	Milestones	Progress and Performance Q1 2021/22	Planned Activity Q2-3 2021/22	Lead Service	RAG
schools and to set up street play schemes.	<p>schools and select pilot schools to be involved.</p> <p>The Street Play initiative will be enhanced and take place over a number of weekends during 2019. A promotional campaign and customer focused application process will be introduced. We will consider feedback during planning process for 2019 and this will help shape the offering.</p>	<p>Due to Covid-19 we have been unable to support streetplay during this period.</p>	<p>The weekend of 25/26 September 2021 has been designated a streetplay weekend and we have had 7 applications at this time.</p>		

Appendix 2

Council Motion and Amendment, 13th May 2021

Council notes its decision on 10th December 2020 that all 171 Glasgow Life venues should re-open as soon as it is safe to do so, subject to sufficient funding from the Scottish Government; notes that Glasgow Life has indicated that only 90 venues are currently scheduled to re-open; that these facilities are managed by Glasgow Life on behalf of the Council; and further notes the significant community campaigns that have emerged across the City to protect valued Glasgow Life services and venues.

Council believes that continued uncertainty is contrary to Council policy as agreed on 10th December 2020; that the services provided by Glasgow Life venues are crucial for, in particular, the least well-off and most deprived communities in the City; that the venues themselves are important in supporting local high streets; that the development of any 'Community Hubs' must be based on genuine engagement with local communities, and with prepared plans for the future use of buildings and facilities, and that this has not happened in cases where decisions have been made to relocate services and close buildings.

Further, Council believes that all sports, arts and cultural venues are crucial to the City's recovery from the pandemic, in respect of: physical and mental health and wellbeing; vibrant local high streets; and providing crucial advice and support.

Therefore, Council resolves that all 171 venues should re-open as soon as funding and Scottish Government guidance allow; that any plans to close buildings and venues should be immediately halted; and resolves to write to the Scottish Government demanding further funding to protect these valued and necessary community facilities.