



Business Plan 2025-2028





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Introduction



Glasgow Life's Business Plan for 2025-28 is ambitious for the charity, the city and the people who live here and visit.

It takes us into a new phase, from leading the development of key city strategies for Glasgow's libraries, tourism, culture, events, physical activity and sport, as well as community learning, to delivering them.

This Business Plan sets out how we will continue to build on the successful partnerships we already have and how we will develop new relationships to benefit the people of Glasgow and strengthen their communities.

It outlines how we will introduce a coordinated and consistent approach to community engagement and how we will adapt to be more representative of Scotland's most diverse metropolitan area.

Our mission to inspire every citizen and visitor to become engaged and active in a city globally renowned for culture and sport ensures our contribution to Glasgow City Council's Strategic Plan.

This three-year Business Plan sets out how we will support the council in tackling their four Grand Challenges and the key deliverables for success.

Glasgow Life is constantly innovating to find new ways to deliver the programmes, events and activity people love, and the help and advice they can turn to when it is needed most.

The delivery of this Business Plan will be the responsibility of a new Chief Executive when I retire after 18 years with Glasgow Life.

I can say with confidence that Glasgow Life will continue to offer the leadership and support needed to make Glaswegians happier and healthier and make the city economy stronger.

I encourage you to read through the Glasgow Life Business Plan which is as bold and ambitious as the city we serve.

A handwritten signature in black ink, appearing to read 'S Deighan'.

Susan Deighan
Chief Executive
Glasgow Life



About us

Glasgow Life is a charity unlike any other because Glasgow is unique. At the heart of our approach is an ambitious vision to make life better for everyone in our city.

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

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

We are an agile and ambitious charity with a proven track record of responding to city priorities and focusing on a future where we support citizens and visitors to Glasgow while maximising the potential of our resources.

Glasgow is Scotland's economic and cultural powerhouse and its importance to Scotland and the United Kingdom is indisputable. With a

population of more than 635,000 people, Glasgow sits at the core of Scotland's only metropolitan region of 1.7 million, while the population of the greater Glasgow conurbation is around 2.3 million, placing Glasgow as the economic centre for 41% of the population of Scotland. It is well documented that without a successful and thriving economy in Glasgow there cannot be a successful and thriving economy in Scotland. Glasgow Life plays a leading

role in supporting the city's mental, physical and economic wellbeing and every year we publish our Annual Review celebrating our achievements.

We are governed by a Board of Directors who oversee the strategic direction of the charity ensuring we develop appropriate plans to deliver our vision, mission and purpose.

Appendix 2 provides more information about our governance structure.



Our vision, mission, reach, purpose and values

Our Vision

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

Our Mission

We believe everyone deserves a great Glasgow life and we find innovative ways to make this happen across Glasgow's diverse communities.

Our Reach

Our innovative programmes and events have the potential to reach everyone in the city. Our large-scale cultural and sporting programmes bring millions of visitors to Glasgow and present the city on an international stage.

Our purpose

- is to improve the mental and physical wellbeing of Glaswegians and visitors through culture and sport;

- is 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 and international events and the management of world-class collections; and

- is to generate funds (through culture and sport programmes) in order to re-invest in the charitable activities which support our vision.

Our Values

We are a values-based charity and live our values every day through our behaviours: how we do things, treat others, and expect to be treated. Our behaviours play an important role in helping to shape the culture of our charity, building our capacity and driving success in our performance as individuals and teams.

- We are inclusive**
When individuals and communities feel empowered,

better outcomes are achieved. We are dedicated to ensuring that our diverse communities are engaged in the design and delivery of our work.

We are committed

We know that outcomes are not equal for everyone in the city. We are committed to helping everyone in Glasgow experience the benefits of participating in culture, sport and learning.

We are ambitious

A vibrant city supports the health and wellbeing of its people. We find innovative ways to deliver the best possible outcomes, fostering the long-term, sustainable economic wellbeing of Glasgow for the benefit of all.



Strategic context



The strategic landscape shaping the provision of public cultural and leisure services remains highly challenging. Local government is the biggest funder of local culture and leisure, despite experiencing

real-term reductions in both capital and revenue funding from the Scottish Government. Audit Scotland’s latest analysis of local government finance reveals that

just over 20% of Scottish Government revenue funding is earmarked or allocated for national policy commitments. Culture and leisure provision, with the exception of libraries, is discretionary. As a result, these services face continued and disproportionate cuts, given the limited flexibility within local government budgets, which must prioritise education and social care. There is also little evidence of mainstream health, education and social care budgets supporting culture and leisure despite the Scottish Government’s wider policy aspirations. Several other factors are intensifying these budget pressures. Like other areas of the public sector, many culture and leisure facilities need capital investment to stay sustainable and viable. Discretionary consumer spending is expected to remain impacted by inflation, wage limitations, energy costs, and food prices, all of which continue to affect attendances at paid culture and leisure activities and events.



The speed and scale of technological shift is seriously disrupting economic, social and political norms and this is likely to intensify. These shifts generate risks around digital exclusion, disinformation, cybersecurity, and increasing societal and political polarisation.

The potential use and commercialisation of AI in creativity and content generation has major ethical, economic and practical

implications for the role of artists and creativity in society. The ability to identify content which is “authentic” or “real” and distinguish this from content which is AI generated is further challenging concepts of objective truth and shared realities. The consequences are difficult to predict.

Participation in culture and leisure can enable the development of community resilience, support innovative

solutions and improve the agency of local communities by enabling people with different lived experiences to collaborate and work together effectively. Local networks, skills development and capacity building through culture and leisure seems likely to become even more crucial given the potential for the consequences of global environmental, political, social and economic instability to be felt locally.

Financial planning

Glasgow Life operates within a sustainable budget model made up of a service fee from Glasgow City Council and earned income, all of which supports the invaluable services our charity delivers in the city.

We have set a balanced budget for financial year 2025-26.

For 2025-26 the baseline budget for Glasgow Life is £120.5 million.

Our service fee for 2025-26 has been agreed as £84.5 million and we have an income target of £36 million.

Whilst the Scottish Government sets its budget on an annual basis, the 2024-25 Glasgow City Council budget setting process allowed for a multi-year approach to preparing budget options.

Over a three-year period from 2024-27 Glasgow Life will deliver £9.8 million of budget options which were included in Glasgow City Council's approved budget.



We will meet these budget options through following areas:		
Income Generation	£7.8m	80% of total savings
Service Change	£1.5m	15%
People	£0.5m	5%

Community interest company

Culture and Sport Glasgow (Trading) C.I.C. is a subsidiary of the charity Culture and Sport Glasgow (Glasgow Life).

All profits from CIC activity are paid over to the charity through gift aid or covenant arrangements. These include catering, venue hire, and retail in the venues and at events managed by Glasgow Life.



Glasgow City Council

Glasgow Life has a twenty-five-year contract with Glasgow City Council to deliver all culture and leisure services on its behalf until March 2032. The contract recognises the economic and strategic benefits of our charity's purpose and reach, and our role in supporting the city's mental, physical and economic wellbeing.

The Chief Executive of Glasgow Life is a member of the Council's Corporate Management Team, who collectively provide strategic leadership and direction for the whole council family.



Glasgow City Council's Strategic Plan (2022-2027) was developed around four grand challenges facing the city and sets out how they are being addressed by the wider council family which includes Glasgow Life.

These are to:

- reduce poverty and inequality in our communities;
- increase opportunity and prosperity for all our citizens;
- fight the climate emergency in a just transition to a net zero Glasgow; and to
- enable staff to deliver essential services in a sustainable, innovative and efficient way for our communities.

Everything we do as a charity supports the city's ambitions, and through the commitments set out in this Business Plan we will continue to play a key role in addressing these

challenges. Our mission to inspire every citizen and visitor to become engaged and active in a city globally renowned for culture and sport ensures our contribution to the Council's Strategic Plan.

We will continue to do this by leading on the delivery of city strategies for culture, tourism, libraries, events, physical activity and sport, and community learning and development.

We will also deliver on commitments that include securing investment for the People's Palace and Winter Gardens, funding to develop a new vision for Sauchiehall Street as a Culture and Heritage district, maximising the impact of major sporting events and protecting, diversifying and enhancing Glasgow's museums.

See Appendix 1 for more information about how we support Glasgow's Strategic Plan.

Glasgow City Council's International Strategy: 2025 – 2030

Glasgow Life is supporting delivery of the city's International Strategy which has been developed to help the Glasgow city region to improve its international profile.

The aim of the strategy is to:

- develop a more proactive approach to attracting trade and talent and supporting export potential;
- implement a more systematic approach to city-to-city connections, including Glasgow's influence in city networks; and
- further build on Glasgow's international reputation using the city's cultural, educational and civic assets;
- communicate the value of our international engagement to citizens and businesses in the city.



The strategy is structured into five pillars which were then used to create an action plan. Glasgow Life, along with the council family and city partners, will deliver against these actions. They are: **economic; education; culture and events; networks; and civic** and **communities**.

The International Strategy complements and supports existing city strategies including:

- > **Glasgow's Tourism Strategy 2030**
- > **Glasgow's Culture Strategy 2024 - 2030**

- > **Glasgow's Events Strategy to 2035**
- > **Glasgow Economic Strategy 2022 – 2030**
- > **Glasgow City Region Economic Strategy**
- > **Glasgow Investment Strategy 2023 – 2030**
- > **Glasgow City Region Innovation Action Plan**
- > **Glasgow's Transport Strategy and the Regional Transport Strategy for the west of Scotland**

Glasgow Community Plan 2024-2034

Glasgow's Community Plan sets out a ten-year commitment to a single priority focused on 'Family Poverty – Reducing Poverty and Inequalities in Glasgow's Communities'.

Glasgow's Community Planning Partnership is developing a performance framework which will detail the partner-level outcomes to be achieved over one, three and ten years of the plan.

As part of the council family, and as a charity that is passionate about tackling disadvantage, Glasgow Life plays a key role in contributing to the Community Plan. We want Glasgow's communities to thrive and we deliver cultural and physical activity programmes and events that improve the mental, physical and economic wellbeing of the city and contribute to the system of support for

children and families. Some examples include:

- **Whole Family Wellbeing Fund** – through funding from HSCP's Whole Family Wellbeing Fund Through Primary Care, we are working in partnership with 12 GP practices across the city linking our Live Well Community Referral Programme that supports families to engage with cultural, library and physical activity for free in their local community.
- **Family Learning** – funded by Glasgow's Improvement Challenge, Glasgow Life's family learning team work closely with Education Services to help close the poverty-related attainment gap by working with parents and carers to help them better support their child's learning and development.
- **Supporting Families Project** – funded by the Whole Family Early Intervention Fund, Glasgow Life works with unemployed, low-income

families referred for support within the Calton ward. Family Support Officers work intensively with families to identify and address the unique set of challenges that they face, building capacity and resilience.

- **Family Finances Key Workers** – funded by Glasgow City Council's Employability Service, this project uses an intensive one-to-one mentoring approach to lift working families out of poverty by focussing on employability and financial capability.

Over the lifecycle of this Business Plan, Glasgow Life is dedicated to clearly outlining how our services contribute to this city priority, the impact of our programmes, and how the creation of new initiatives could further help reduce poverty and inequality in Glasgow's communities.

City strategies

Glasgow Life is the policy and development lead for several major city strategies, all of which are aligned to local and/or national strategies.

As sectoral experts we lead on advocacy for Glasgow as a globally recognised culture, sport, tourism and events city. We do this through a wide range of networks including Scottish, UK and European Governments, policy makers, industry partners and agencies, and our citizens as our key stakeholders.

During 2023–24 we refreshed the strategies nearing the end of their lifecycle and developed new strategies for the city in collaboration with Glasgow City Council, our partners, stakeholders and staff.



Public consultation is embedded in our approach and feedback from our citizens and customers has informed the following key city strategies:

- > **Vision for Glasgow Libraries**
- > **Glasgow’s Tourism Strategy**
- > **Glasgow’s Culture Strategy**
- > **Glasgow Events Strategy**
- > **Physical Activity and Sport Strategy**
- > **Glasgow’s Community Learning and Development Plan**

Over the course of this Business Plan, we will deliver the commitments set out in the action plans which underpin the strategies, publishing our progress on an annual basis.

We will continue to prioritise advocacy to strengthen the understanding of the positive impact of these city strategies on the social and economic wellbeing of our city as well as Glasgow’s identity and international reputation.

Vision for Glasgow Libraries

Our libraries are supporting people in the heart of communities across the city. In 2023, Glasgow Life led on a comprehensive review of the 2015 Vision for Glasgow Libraries, gathering feedback from local communities, stakeholders, and partners. The updated Vision now focuses on five key themes – **culture, health, social, economy, and environment** – guided by a two-year action plan for monitoring progress.

The Vision for Glasgow Libraries includes a series of enablers, each with actions, that will continue to drive improvements, create a high performing culture and build viable and strategic partnerships with key stakeholders.

Advocacy
Development of a marketing and communications strategy which showcases libraries as environmentally friendly and economically beneficial including the social return on investment in library services.



Digital
Investing in a new library management system to improve the digital customer journey and upskilling of library staff to better support customers with digital engagement.

Partnerships
Developing partnerships with organisations that support marginalised groups; creating new relationships in key gap areas to support the delivery of the Vision; and better articulating the impact of libraries to potential funders.

Workforce development
Implementing a new workforce structure that enables the ability to deliver the Vision, improve the service, improve customer experiences, and engage well with volunteers.

Equality, diversity and inclusion
Establish our baseline staff demographic profile and commit to improve this over time; address workforce under-representation, focusing on people from minoritised ethnic groups, people of colour, and disabled people; ensure procured contracts reflect our EDI commitments; improve workplace experiences of staff and volunteers; develop policies and staff guidance around gender based inclusion; develop and implement mainstream access and improve engagement around library services for target communities of lived experience.

The action plan will be refreshed in 2026.

Glasgow's Tourism Strategy to 2030

Produced in collaboration with industry, key partners and the citizens, the new Tourism Strategy was launched in October 2023 with an initial two-year action plan. This will be refreshed in December 2026.

The action plan details the commitments and timescales for delivery from industry and partners and is being monitored by the Glasgow Tourism Advisory Forum, whose members include Glasgow Life, VisitScotland, Glasgow City Council, the Scottish Events Campus, Glasgow Airport and other industry stakeholders.

The action plan details five strategic priorities, all aligned to the longer-term vision of the strategy, which are to:

- > Increase the value of tourism
- > Enhance the experiences we offer
- > Create value for Glasgow's people



- > Support vibrant places
 - > Deliver tourism in a sustainable and inclusive way
- During this time, Glasgow Life will continue to:

- ✓ Lead on the effective delivery of the two-year Glasgow Tourism Action Plan with partners and industry leadership groups and the development of a new 2026–2028 action plan for approval by the Glasgow Tourism Advisory Forum GTAF in March 2026.
- ✓ Lead on the delivery of the VisitGlasgow Sustainable Action Plan 2025–2027.
- ✓ Deliver the Destination Marketing strategy, building Glasgow's

reputation as a leading destination for domestic and international visitors for leisure and business tourism.

- ✓ Work with partners to maintain Glasgow's position as a leading Business Events destination, supporting the visitor economy through £140 million annual delegate spend.
- ✓ Maintain Glasgow's high ranking UK position on the Global Destination Sustainability Index.
- ✓ Deliver excellent customer service to conference clients to maintain Glasgow's global reputation and win new and repeat business.

Glasgow's Culture Strategy to 2030

Glasgow's Culture Strategy was launched in July 2024 in partnership with Glasgow's Culture Forum. Members of the Forum include creative and cultural organisations including Creative Glasgow, Glasgow Film, The Scottish Music Industry Association, Scottish Contemporary Art Network, The National Theatre of Scotland, Panel and The Work Room. To support the strategy's delivery the Culture Forum has developed a two-year action plan.

To deliver the strategy's action plan, the forum has established two working groups to broaden the conversation across creative

organisations and cultural freelancers based in Glasgow.

Working Group 1 has a focus on Influencing and Partnerships. Working Group 2 is focussing on Advocacy and Engagement.

Glasgow Life will:

- ✓ Co-ordinate the Culture Forum and the two working groups.
- ✓ Advocate on behalf of the sector as cultural policy lead for Glasgow.
- ✓ Deliver Glasgow's Gaelic Arts Plan 2025–2030.
- ✓ Ensure alignment of our projects, museum exhibitions and festivals

with the strategy's priorities, with a particular focus on those projects supported by Creative Scotland multi-year funding.

- ✓ Develop a music policy for Glasgow as a key cultural pillar in the city's designation as Glasgow UNESCO City of Music.
- ✓ Develop and deliver a capital project at the Peoples Palace and Winter Gardens.
- ✓ Continue updating displays in the city's museums so they represent and reflect more of the diversity of the city, its citizens and connections with the legacies of slavery and Empire.



Glasgow's Events Strategy 2035

Glasgow Life, in partnership with Glasgow City Council and industry partners, led on the development of the Glasgow Events Strategy which was launched in November 2024. This new city strategy will ensure that Glasgow continues to be a world-leading events destination and one of Europe's most vibrant and diverse locations.

Progress will be tracked through a three-year action plan which will be monitored by the Glasgow Events Board and the Glasgow Events Sector Industry Group concentrating on three strategic priorities:

The right events for Glasgow
A deliberate portfolio of community, commercial and publicly funded events of various genres and scale, including major events. This mix reflects the needs of Glasgow's residents and

the city's strategic priorities, making the most of our resources.

Great to do business with
Clear processes and decision-making will support an integrated and cohesive industry to deliver successful events that are well communicated to our stakeholders and city residents.

Protect today and tomorrow
Glasgow's environment, physical assets and

workforce are nurtured, developed and sustained to meet current and future needs, optimising our resources with care. During this time, we will continue to evolve, position and promote Glasgow as a world leading events destination through the management, delivery and support of key city events. Planned events cover a variety of genres, which will be hosted in places and spaces across the city, and range in scale from

community to major events, including:

- Celtic Connections
- Glasgow Film Festival
- Glasgow Mela
- Merchant City Festival
- World Pipe Band Championships
- Glasgow International Comedy Festival
- Glasgow International Piping Festival – Piping Live!
- Great Scottish Run
- Glasgow Loves Christmas

- Glasgow International Festival of Contemporary Art

And one-off events including:

- Commonwealth Games 2026
- Royal National Mod 2026
- UEFA European Football Championships 2028

Physical Activity and Sport Strategy for Glasgow 2035

We want the people of Glasgow to lead a happier and healthier life and have the opportunity to take part in physical activity. During 2024 Glasgow Life led a collaboration with Glasgow City Council, the Health and Social Care Partnership, the NHS, sportscotland, and Public Health Scotland, to develop a new Physical Activity and Sport Strategy for Glasgow.



This new strategy sets out a unifying vision and direction for achieving greater participation and enjoyment in physical activity and sport, and the many wellbeing benefits it brings, over the next ten years. It reflects and connects closely to city and national priorities where partners, and the services they offer, can have significant impact.

The strategy was developed using the Public Health Scotland framework, which

aims to improve physical activity at both national and local levels and is firmly founded on evidence-based international guidelines.

Through public consultation the following eight priorities were identified:

- Active communities, places and spaces
- Active travel
- Sport and recreation for all
- Active health and social care
- Active laces of learning
- Active workplaces

- Communication and public engagement
- Systems

A priority for 2025-26 is to create a two-year action plan that the Active Glasgow Group will monitor and evaluate the delivery and success of the strategy. This will be developed with stakeholders and key partners, ensuring that the actions taken to increase participation in physical activity and sport reflect the needs of all Glasgow's communities.

Glasgow's Community Learning and Development Plan

As part of our ambition to make life better for the people of Glasgow, we want to address the core challenges that are stopping them moving forwards in life. Glasgow Life is the lead for Glasgow's Community Learning and Development Plan (CLD) which includes chairing and managing the city's CLD strategic partnership.

During 2024 a public consultation, which received over 250 responses, many of them from organisations within the city on behalf of their members, resulted in six priorities set out in a three-year CLD Strategic Plan 2024-27.

- Mental & Physical Health and Wellbeing.
- Employability Skills and Financial Inclusion.
- Literacy, Numeracy and English as a Second or other Language (ESOL).



- Youth Services and Youth Voice.
- Family Learning, Attainment and Achievement for Children & Parents/Carers.
- Equalities representation through the voluntary and third sector organisations.

To achieve these priorities the plan must continue to

align with other city plans, particularly those relating to health and wellbeing, employability, education, and addressing poverty.

The CLD Strategic Plan 2024-27 is accompanied by two high level action plans, detailing the objectives, outcomes, actions and performance measurements of the plan.

Strategic priorities

In recent years we have integrated our strategic planning framework to ensure we plan our resources to deliver our ambitions and achieve our mission. We do this through four strategic priorities which we have embedded into the short and long-term goals of all Glasgow Life services. This allows us to ensure that our contribution to economic prosperity, and the social and cultural life in Glasgow is recognised and valued by demonstrating our impact.

Using this structured approach we have defined how we contribute to Glasgow City Council's Strategic Plan, address the city's grand challenges, and how delivery of the key city strategies will advance Glasgow's vision for a fair and sustainable city where all can contribute and benefit from a flourishing Glasgow.

Glasgow Life strategic priorities



We will advance culture and sport in the city.



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



We will re-invest income to achieve our charity's vision.



We will support the vibrant city economy.

Key deliverables

The Voice of our Citizens and Communities

We provide experiences that promote inclusion, happiness, and health, and bring value and meaning to people's lives, and we are committed to embedding citizens and customers at the heart of everything we do. Central to this is engaging with Glasgow's diverse communities and audiences to develop and deliver programmes, services and events that are built around their needs and are inclusive and accessible.

In 2024 we reviewed our approach to community engagement. A phased plan, aligned to our Strategic Priorities, and embedded in our Audience and Engagement Plan, will be implemented by December 2026. This will introduce a consistent and co-ordinated approach to community engagement and ensure that our diverse communities are engaged in the design and delivery of our work.



Our Brand

We are continuing to develop our brand to position Glasgow Life as a leading charity that is helping to make life better for the people of Glasgow. Our work is planned in three phases, starting with building brand

awareness, moving to increased brand affinity, and culminating in a passionate cause. This will support our ambitions to be a charity that is actively supported by its users and will allow us to pilot and test public fundraising campaigns from late 2025.



Our Partners

We foster relationships with key partners who share our vision and ambition for Glasgow and its communities.

Throughout 2025 we will review and refine our approach to partnerships, recognising the two-way benefits these offer, and focussing on how we better develop impactful relationships.

We will continue to build our charitable messaging and campaigns, ensuring our partners understand the value we bring as a charity and advocate for the power of culture and sport to change lives.

Equality, Diversity and Inclusion

Glasgow is Scotland's largest and most diverse metropolitan area.

We know from 2022 census data that 14% of our citizens are aged 65 and over, 19% are from a Black or Minority Ethnic background, 7% of over 16's are part of the LGBT+ community, 0.8% are trans, and 29% of adults live with a limiting long-term illness or condition. Glasgow has some of the most deprived areas in the country, with 44% of postcodes within the 20% most deprived areas in Scotland.

Inequalities between and amongst local

neighbourhoods are marked, and evidence tells us that in many cases inequalities has been exacerbated by the global pandemic.

In 2024 we published Glasgow Life's Equalities, Diversity and Inclusion Strategy 2023-28, and we are now progressing the commitments we made through our Strategy Action Plan, with a focus on mainstreaming our approach to:

- improve workforce diversity via positive action interventions;
- better understand equality, diversity and inclusion outcomes enabled by our services;

- co-produce, design and deliver services in partnership with under-represented communities and groups; and
- improve the experience and welcome for underrepresented communities and groups across our venues and services.

Over the next three years we will:

- > Improve workplace experiences of staff from under-represented groups by developing staff affinity groups for LGBT+ staff, disabled staff, minority ethnic staff, and staff who are carers.

- > Ensure contracts and procurement processes reflect our EDI commitments.
- > Develop and pilot a positive action programme to address the under-representation of disabled people and people from minoritised ethnic groups in our workforce.
- > Improve access to our services for groups we currently fail to reach by consulting directly with them to develop action plans.

People Strategy

Our people are at the heart of everything we do in Glasgow Life and the ongoing success of the charity will be a reflection of the colleagues who deliver the diverse range of services in the city and contribute to fulfilling our vision, mission and purpose.

Our people all have a role to play in the success

of Glasgow Life. We are committed to making a difference through being inclusive, committed and ambitious. These core values are at the heart of what we do and how we do it.

Our people strategy supports Glasgow Life colleagues to live our values every day through our behaviours: how we do things, treat others, and expect to be treated. Our behaviours play an important role in helping to shape the culture of our charity, building our capacity and driving success in the performance of us as individuals, teams and an organisation.

Some of the key elements of our People Strategy are in response to our working environment – we will continue to develop and implement our attraction and recruitment strategy, developing solutions to improve the candidate journey, and while looking to the needs of the workforce of the future, using AI as a tool to support recruitment and engagement. We will implement a new job

evaluation and pay and grading framework to support us to be an employer of choice in a competitive environment, maximising the retention of talent.

We will work closely with managers to deliver change through effective workforce planning by providing clear communication, performance management,

and development plans, while focusing on succession planning and creating career pathways for the next generation.

We will offer individual training and team development sessions to evolve our culture and improve how it feels to work for Glasgow Life, unlocking sustainable performance growth.

Key to the success of the charity is listening, motivating and engaging our talent and we will continue to capture this through our annual colleague survey and action plans.

We will support colleagues through our colleague wellbeing group and continue to implement a calendar of wellbeing activities.

Through our recruitment planning, we will encourage greater equality, diversity and inclusion in our workforce through our collaboration with organisations that work with under-represented people and by taking positive action.



Over the next two years, we will continue to engage with the third sector, community networks and volunteers to create rewarding and meaningful volunteering opportunities and encourage and attract volunteers from underrepresented groups.

We will adapt our plans to help overcome some emerging challenges such as the national decline in volunteering, and we will embrace emerging opportunities including maximising community benefits in our procurement contracts that help advance volunteering.

In 2026, building on our successes and learning, we will begin the process of developing our next strategy. Engaging with stakeholders including Volunteer Scotland and Volunteer Glasgow, active volunteers, and those not yet volunteering, we will work collaboratively to shape and drive our vision and aspirations for volunteering up to 2030.

Volunteering

Strategy 2023-26 and action plan include:

As one of Scotland's largest charities, we value our dedicated volunteers, who generously give their time alongside our staff to deliver our vision, mission and purpose.

Our volunteers bring a diverse range of skills and experience, enhancing the customer experience and providing opportunities for communities to engage with our services.

The commitments detailed in Glasgow Life's Volunteering

- Volunteers feel welcome at Glasgow Life and enjoy positive experiences.
- Glasgow Life employees are supported and trained to deliver high quality volunteer programmes.
- Glasgow Life values the contributions of volunteers, and this is recognised and reflected in planning, media and allocation of resources.

Expansion of the Live Well Community Referral Service

Established to help combat health inequality in Glasgow, the early pilot of the Live Well Community Referral Service received £1 million from Glasgow City Council to allow us to expand the programme across the whole city over the next three years.

Our commitment is to grow this programme from a small test group to 2,500 participants each year who will be supported to engage with cultural and physical activities aimed at improving their mental and physical wellbeing.

The expansion will initially focus on 10 priority areas in the city, those with the highest levels of health inequality, which are Calton in the east of the city, Denniston, Drumchapel and Anniesland, Garscadden and Scotstounhill, Milton and Possil, Springburn and Roystonhill, Govan, Greater Pollok including

Nitshill, Govanhill and the Gorbals, and Castlemilk and surrounding areas. In addition, the team will work with some GP Practices in Easterhouse.

Following the initial roll out, Live Well will continue to expand to ensure people who live in all parts of the city can access the programme by summer 2026, and by spring

2027 the programme will be embedded across the city.

During this time we will evaluate the programme, and we will use the results to plan for sustaining the programme as part of our core offer, while continuing to advocate for external funding to improve health and wellbeing outcomes for Glasgow citizens.



Environmental and Sustainability Action Plan

In 2023 we published our Environmental and Sustainability Policy committing to:

- Reduce carbon emissions and improving energy efficiency.
- Raise awareness and embedding environmental sustainability in all our plans.
- Promote sustainable and active travel.
- Minimise waste and ensuring responsible waste disposal.
- Enhance sustainable procurement.

All Glasgow Life policies and strategies have sustainability

embedded within them, including the city strategies referenced on page 11. We are now developing our Environmental and Sustainability Action Plan. This will outline targeted actions across 11 key areas, including carbon reduction, biodiversity, communications, and transport. The action plan will align to the United Nations Sustainable Development Goals and demonstrate our contribution to Glasgow's commitment to achieving carbon neutrality by 2030.

Digital

Our 2023-25 Business Plan outlined an ambitious programme of modernisation, integration and rationalisation across our website and social estate. This work is now complete, and the next phase will be customer journey mapping, which will simplify

how citizens and customers engage with us across our broad range of services, venues and social platforms.

Over the next three years we will develop our Digital Readiness Plan, creating a roadmap that sets out how digital enhancements will support improved customer journeys, better ways of working, and increase income.

We will embrace technological advancements and maximise the opportunities of automation, including the use of AI, in a customer-focused, inclusive way. Our focus will be on digital communications, service improvements and innovations, and commercial efficiencies. We will use digital enablers, such as real-time data, to provide easy access to up-to-date information for all our staff, customers and volunteers.



Commonwealth Games 2026

The eyes of the world will once again be upon Glasgow when the city hosts the Commonwealth Games from 23 July – 2 August 2026.

Building on the city's global reputation as a bold, imaginative, progressive and capable host city, four venues will host the event with an anticipated audience of up to 500,000 over the 11 days.

Three of the venues are managed by Glasgow Life: Emirates Arena (and Sir Chris

Hoy Velodrome), Scotstoun Stadium and Tollcross International Swimming Centre – the fourth venue is the Scottish Event Campus.

We are working with Glasgow City Council and the Glasgow 2026 team to finalise plans for the Games at our venues. We will work with them and our partners and communities on a Games Festival and Activation Programme.

The Games will feature a ten-sport programme, including six fully integrated Para Sports, hosted within an eight-mile corridor, ensuring

an action-packed broadcast schedule every day and making the event accessible and appealing to spectators.

- 3x3 Basketball and 3x3 Wheelchair Basketball
- Athletics and Para Athletics (Track & Field)
- Cycling Track and Para Cycling Track
- Swimming and Para Swimming
- Weightlifting and Para Powerlifting
- Artistic Gymnastics
- Bowls and Para Bowls
- Boxing
- Judo
- Netball

Capital Programme

In 2019, Glasgow City Council introduced a ten-year Property and Land Strategy. Since then, global socio-economic changes and shifts in how public services are delivered have continued. Rising property operating costs, especially utilities, and the push for net-zero goals, now require the Council to manage its property portfolio more efficiently.

As we manage and deliver services from Glasgow City Council venues across the city, we work closely with

the Council in all areas of venue management. Over the next three years we will be supporting the Council's ambitions to have a smaller, higher quality, more efficient property portfolio, while continuing to work with them as they invest in the venues we manage on their behalf.

Glasgow Life's capital planning strategy for 2025–2028 includes;

- Further investment in the city's swimming pools, with planned works at Springburn Leisure Centre and Easterhouse Campus (The Bridge).
- Preparation works are also planned for the Commonwealth Games at Scotstoun, including the replacement of the Athletics Track.
- Continued invested in city libraries includes Langside Library which is closed for a two-year planned £4.4 million upgrade. Plans are also in place to replace the roof at Cardonald Library, which was found

to contain Reinforced Autoclaved Aerated Concrete and led to the library's closure in 2023.

- The Mitchell Library has faced several challenges in recent years, leading to the involvement of specialists to create conservation plans for the original 1911 building. Glasgow Life is working closely with Glasgow City Council to develop a long-term strategy for the library, including its archival storage facilities.
- Essential conservation work on the south entrance of Kelvingrove Art Gallery and Museum, in collaboration with specialist conservation architects, is set to begin in late 2025.



Pitch Strategy

A new sports pitch strategy is being developed in partnership with Glasgow City Council and sportscotland.

This new strategy will guide outdoor sports facility planning in the city for the next ten years, aligning with national, regional, and local policies aimed at

increasing physical activity, improving health, promoting social inclusion, supporting economic development, and ensuring environmental sustainability.

Six objectives for the strategy have been identified and will be progressed through a supporting action plan once approved by Glasgow City Council.



others with a collective aim to use culture and heritage to drive the economic and social renewal of Sauchiehall Street.

Initial funding has supported an exploration phase enabling consultation and activity around the themes of Uncovering; Animating; and Renewing Sauchiehall Street. A dedicated project team is engaging with local businesses, developers, residents and the culture sector to unlock opportunity, attract investment and boost footfall.

We will make further applications to the National Lottery Heritage Fund for a share of £200 million to support a proof-of-concept phase in 2025/26, followed by further phases prior to a multi-million pound activation bid in late 2026.

This funding timeline will support the regeneration of the famous thoroughfare, with a collective aim to use culture and heritage to drive Sauchiehall Street's economic and social renewal.

Sauchiehall Street: Culture and Heritage District

Glasgow Life, in partnership with Glasgow City Council, received funding from the National Lottery Heritage Fund's Heritage Places initiative to create a new vision for Sauchiehall Street as a culture and heritage district. The street is home to the densest concentration of cultural organisations in Scotland, and we are collaborating with local stakeholders including, Glasgow Film Theatre, CCA, the University of Glasgow, the Royal Conservatoire of Scotland, Glasgow School of Art, The Kings Theatre, and

Governance

People's Palace

Glasgow's first purpose-built museum, the People's Palace and Winter Gardens, opened in 1898 as a centre for culture and entertainment that would build community spirit and promote the health and wellbeing of Glasgow's citizens.

This was city's first purpose-built museum that told the story of Glasgow and its people from 1750 to the present day.

Closed to the public in 2024, we are developing our plans to support a major refurbishment project to completely reimagine and restore the museum and Winter Gardens glasshouse.

The project has already secured a significant amount of the £35.9 million funding required to revitalise this iconic museum. An active external fundraising campaign aims to secure the remaining funding and will help to create one of the world's most socially engaged and internationally significant local museums. Public consultation and collaboration are at the heart of our planning. The people of Glasgow will play a key role in designing a dynamic, community-led, greener, more sustainable People's Palace and Winter Gardens. Working with local people we will use their views to shape all aspects of the refurbishment, transform the space and displays to make the building more accessible for all.

local amenities, especially in light of residential growth in Baillieston, Carmyle, and Broomhouse.

Designed with sustainability in mind, the hub will include a relocated library, a state-of-the-art gym, dance studios, and flexible community spaces. These facilities are aimed at promoting community engagement, learning, and well-being in a modern and welcoming environment.

Community involvement has been pivotal in the planning process, with extensive consultations shaping the design to meet residents' needs and aspirations. Feedback has helped refine the project's scope and focus.

Location of the hub within an enhanced James Lindsay Park offers an opportunity to revitalise the surrounding green space. Plans include improved pedestrian pathways, outdoor play areas, and multi-use games courts, promoting outdoor activities and community gatherings.

Baillieston Community Hub

Baillieston Community Hub, a £15.68 million project, is set to transform James Lindsay Park. This initiative highlights Glasgow's commitment to improving



Glasgow Life operates within a clear governance framework which includes:

Role of the Board

The Glasgow Life Board is made up of six Independent Directors, five Partner Directors (Councillors) and our Chief Executive. Its role is to set the strategic direction to achieve 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.

Please refer to Appendix 2 for more information about the Glasgow Life Board governance structure.

Role of Glasgow City Council

Glasgow Life has a number of contracts with Glasgow

City Council which govern the delivery of the services we provide, the management of property and the custodianship of the City's Collections. Glasgow Life presents regular updates on how the organisation is delivering against the Council's strategic priorities and our contractual obligations to Glasgow City Council's Operational Performance and Delivery Scrutiny Committee.

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

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

Monitoring our performance

Glasgow Life has an excellent reputation for monitoring and reporting our financial and operational performance. We do this because we are a charity, and we have statutory duties to comply with.

Glasgow Life's annual planning and reporting cycle ensures we report to all our stakeholders timeously and transparently.

We have developed a robust Economic Impact Measurement Framework which is consistent with eventIMFACTS and UK Government Green Book methodologies. This allows us to:

- demonstrate our economic impact at charity, service, and event level;
- enable evidence-driven decision-making to improve the economic impact of our services;
- support advocacy and fundraising by clearly articulating our impact.

We measure and report social impact in different ways and over the next year we will be developing a Social Impact Measurement Framework to allow us to describe the overall social impact of what we do.

We report organisational performance throughout the year to the Glasgow Life Board.

We report performance of our Business Plan, and the impact of all that we do, in the Glasgow Life Annual Review which is published

every year in September and issued to all stakeholders.

We report our contribution to Glasgow City Council's Strategic Plan regularly throughout the year.

When required, additional reports are presented to relevant Glasgow City Council committees for information or approval in line with the Council's committee cycle.

Internally, we monitor and scrutinise performance of all our service areas every financial period.



Risk management

Glasgow Life recognises that taking risks is inevitable and we are wholly committed to the pro-active identification and management of risks within our control. In 2024, with the support of a sponsor from the Glasgow Life Board, we embarked on a programme to improve the risk maturity of the charity, creating a greater alignment between strategy and risk to harness the potential of risk management to support strategic planning and decision making.

This led to a revised Risk Management Policy and

Framework approved by the Glasgow Life Board in January 2025, and the development of a Strategic Risk Register, focussed on the delivery of Glasgow Life's four Strategic Priorities.

Our Risk Management Policy and Framework sets out the organisation's approach to risk and offers guidance and tools to support all staff to identify and manage risk at all levels.

Glasgow Life has three risk registers, Strategic, Corporate and one for the Subsidiary Company (CIC), which are regularly presented to the Glasgow Life Board and Audit Sub-committee in line with the governance structure set out in the Risk Management Policy.

Upcoming activities will include identifying training needs and the design and implementation of key risk indicators and developing a greater understanding of Glasgow Life's risk appetite and tolerance.

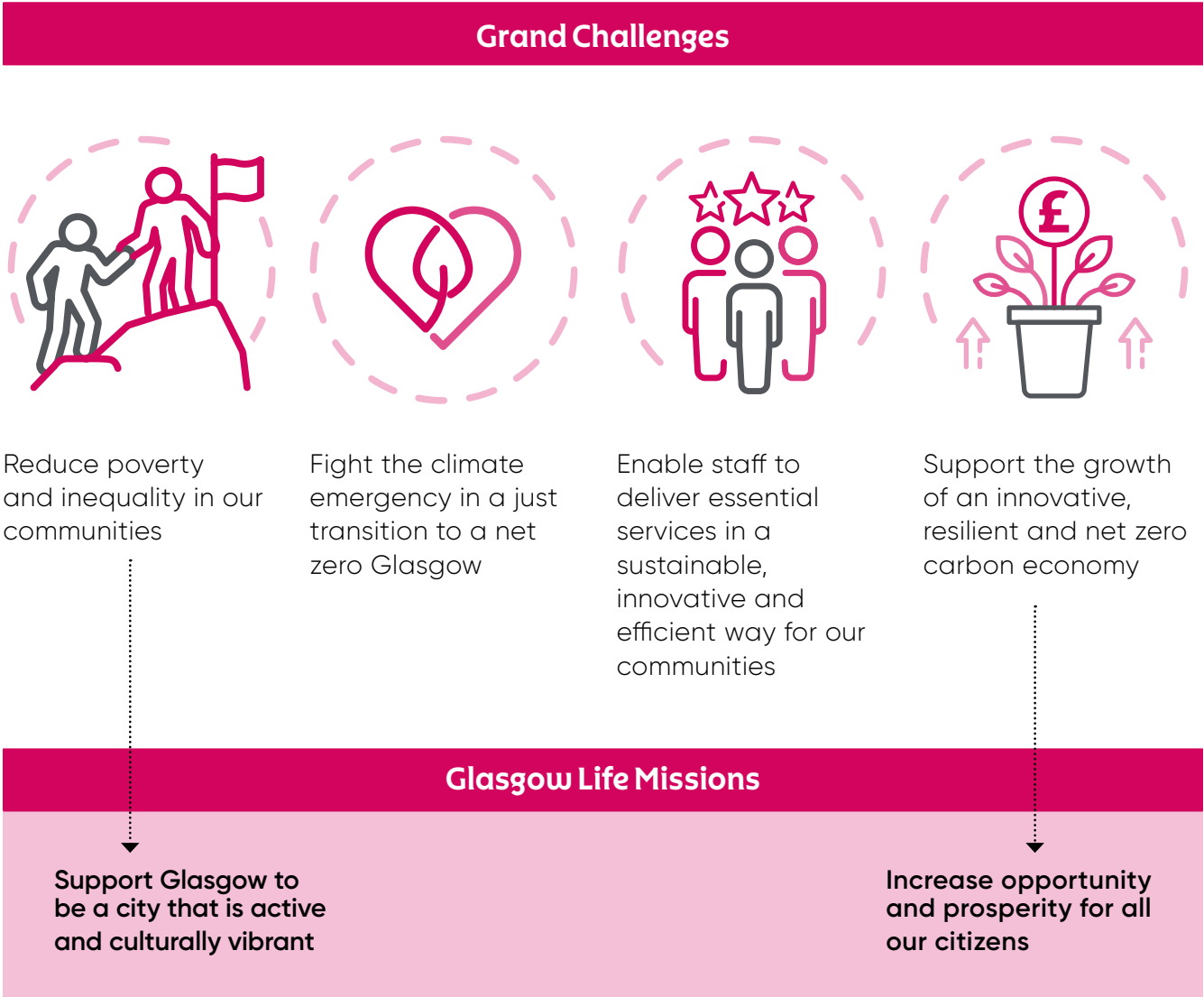
In developing and maintaining Risk Registers, Glasgow Life refers to the

charity's Business Continuity management materials, including Business Impact Analyses and Business Continuity Plans, to ensure these reflect functions and activities which are essential to service delivery and operations and what is required to mitigate the risks associated with them being disrupted.

Glasgow Life's Business Continuity Management Policy and Framework provides detailed guidance on the steps Glasgow Life is required to take to ensure the organisation can continue to operate and provide services, even in times of crisis or during a serious disruptive incident.

Appendix 1

Glasgow City Council Strategic Plan 2022-27 - reviewed October 2024



Glasgow Life Commitments	
Continue to re-open agreed council-owned venues.	Secure investment for the People's Palace and Winter Gardens
Consider updated ways of funding cultural organisations in the city and promote fair pay for cultural freelancers	Support the Working Group for Repatriation and Spoliation which will continue to consider repatriating items in the Glasgow collection
Monitor and deliver Glasgow's Community Learning and Development	Develop a new Sport and Physical Activity Strategy for Glasgow
Protect the vital role of libraries, involving local compaigntes in the marginalised groups and campaigners future Vision for Glasgow Libraries, including exploring the potential for council libraries to become 'repair and reuse hubs', and libraries of things	Maximise the impact of the 2023 UCI Cycling World Championships, and Glasgow's year as European Capital of Sport, by increasing participation in sport for marginalised groups, and assessing provision of indoor and outdoor sports facilities, considering how gaps could be filled
Continue to promote Glasgow as a world-leading events destination. Develop a new Events Strategy which considers impacts on parks, the community and public spaces	Introduce community retrerrals to encourage vider participation in sport, culture and physica activity programmes and improve collaboration within the health and wellbeing sector
Use the development of the new Physical Activity and Sport Strategy as a mechanism to explore the options for a free sport provision for the under 16s	Deliver the Glasgow Tourism and Visitor Plan to deliver significant targeted visitor spend to the economy
Protect, diversify and enhance Glasgow's museums, recognising their national importance whilst protecting free entry for city residents and exploring alternative funding	Support the development of Glasgow's Cultural Strategy which will include supporting the consideration of how funding for culture is distributed in the city
Support sport and physical activity through community sport hubs	
with partners	
Celebrate Glasgow's 850th birthday in 2025.	
Celebrate the culture and heritage of and protect the rights of Roma and Gypsy/Traveller communities in Glasgow.	
Agree and implement the Plana Gàidhlig 2023-2028.	
Monitoring	
Glasgow Life's Chief Executive presents an annual update to Glasgow City Council's Operational Performance and Scrutiny Committee (OPDSC) on the progress made on delivering the commitments above	

Appendix 2

Governance structure



*Independent Technical Adviser



For Glasgow. For Life.

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

