



Glasgow City Council

Wellbeing, Empowerment, Community and Citizen Engagement City Policy Committee

A Joint Report by Martin Booth, Executive Director of Finance, Glasgow City Council, George Gillespie, Executive Director of Neighbourhoods, Regeneration and Sustainability and Dr Bridget McConnell, Chief Executive of Glasgow Life

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PEOPLE MAKE GLASGOW COMMUNITIES AND GLASGOW LIFE UPDATE

Purpose of Report:

To provide the Committee with an update on the People Make Glasgow Communities programme and on the future of Glasgow Life run venues and services.

Recommendations:

The Wellbeing, Empowerment, Community and Citizen Engagement City Policy Committee is asked to:

1. Note the update provided within the report on the People Make Glasgow Communities programme and from Glasgow Life
2. Request officers to regularly update committee on the work that will continue to be taken forward as part of the development of the PMGC programme.
3. Request officers to continue to work across council departments and wider community and equalities networks to shape the EQIA framework for the Glasgow Life facilities and PMGC programmes of activity.

Ward No(s): All

Citywide: ✓

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

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1.0 Introduction

This is a joint report on the People Make Glasgow Communities programme and the future of Glasgow Life run venues and services in response to the amendment of the Council Motion agreed at the Wellbeing, Empowerment, Community and Citizen Engagement (WECCE) City Policy Committee on 27th May 2021.

2.0 People Make Glasgow Communities

- 2.1 Glasgow City Council launched the People Make Glasgow Communities (PMGC) programme on 26th February 2021 as part of Council's commitment to empowering communities to make their own decisions, and meet the changing needs of neighbourhoods, by giving communities the opportunity to become more involved in the venues and services they rely on.
- 2.2 Building on the policy context of community empowerment and the Community Asset Transfer legislation, PMGC is a mechanism by which local people, community groups, third sector organisations, businesses and entrepreneurs can express an interest in having a greater involvement in, or management of, local venues and the delivery of services which are valued and relied upon by members of their local communities. It is open to everyone to ensure the entire community can get involved.
- 2.3 The PMGC programme is, therefore, nothing necessarily new. It is true to say, however, that the global covid-19 pandemic has brought many things into sharper focus, not least of which is the way that local communities demonstrated their agility and resilience by quickly responding to the issues caused by the pandemic and organised themselves to deliver essential services during the pandemic, such as food distribution networks to name one example.
- 2.4 The ongoing role that communities will play in the city's recovery from the pandemic will be critical, and in an effort to assist with enabling this, the PMGC programme was launched.
- 2.5 Despite being well intentioned, many organisations have found the Community Asset Transfer legislation complicated, intimidating, resource intensive and time consuming, leading to a very binary outcome of either full transfer or nothing. A video made to increase awareness of the PMGC programme includes inputs from the Scottish Futures Trust, GCVS on the appetite for creating more choices for local people in Glasgow, involve the strengths of people in the city and a chance for community groups, voluntary organisations, social enterprises

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of which there are more than 3,000 in the city to really step up and be involved.

<https://youtu.be/6maX08lbVWc>

- 2.6 The PMGC programme will look to develop new operating and occupancy models with community groups that will be easier and quicker to deliver and will alleviate the “all or nothing” ownership challenges. The programme will also create a range of “stepping stones” that may still lead to the ultimate destination of full community asset transfer, however will do so in a much more measured and supportive way. This will allow many organisations to deliver their services whilst at the same time, building their resilience and capacity in an environment that can limit their exposure to the responsibilities and risks that full independent ownership can bring.
- 2.7 More information on the PMGC process and some frequently asked questions are attached at Appendix 1 and can be found using the following link:
<https://www.glasgow.gov.uk/index.aspx?articleid=26738>
- 2.8 Officers from the People Make Glasgow Communities programme team are currently working on the content and format of the regular reporting that will be published online and to other forums and governance structures including WECCE committee.
- 2.9 At the time of writing, the People Make Glasgow Communities programme has received 308 “Expressions of Interest”, 121 of these relating to premises operated by Glasgow Life.

3.0 Community Engagement

- 3.1 Officers from Community Empowerment Services are working closely with the PMGC team to facilitate community engagement with the third sector, equalities networks and community groups as widely as possible.
- 3.2 This has included presentations to the most recent meetings of the Glasgow Equality Working Group and the Social Recovery Taskforce, which provided opportunities for honest dialogue about the PMGC initiative with a wide range of stakeholders and for listening and responding to concerns expressed. The range of questions and areas discussed have been compiled into an FAQ briefing for inclusion on the PMGC website that is intended to provide reassurance and transparency to all interested parties about the process as it continues to be developed and refined.

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3.3 Community engagement will continue to be an ongoing and integral component of the PMGC initiative and will be taken forward in collaboration with Glasgow Third Sector Interface Network and through the Community Planning Structures and Community Councils supported by Community Empowerment Services.

4.0 Glasgow Life Update

4.1 Prior to the global pandemic, Glasgow Life delivered culture, sport, tourism and events on behalf of Glasgow City Council from 171 venues and sites across the city.

4.2 The strategies we lead on behalf of the city include:

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

4.3 On 12th March 2020, a ban on all mass gatherings of over 500 people was announced across the UK, followed by announcements by the Prime Minister and the First Minister of a full lock-down commencing on 24th March 2020. This resulted in the closure of all 171 sites and venues and brought an end to all associated income streams (Glasgow Club membership, venue hire, retail, box office ticket sales, sponsorship and donations), an estimated income of £38 million across Glasgow Life services in 2020-21.

4.4 As a registered Charity, Glasgow Life wrote to OSCR on 26th March 2020 advising the Regulator of the anticipated financial impact of Covid-19 and submitted a letter of comfort provided by Glasgow City Council for the financial year 2020-21.

4.5 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.

4.6 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

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place and that they would not go beyond the letter of comfort provided by the council to the company.

- 4.7 As it has been from the outbreak of the pandemic, protecting staff and customers remains our key priority, and Glasgow Life continues to be led by Scottish Government's guidance and legislation to ensure safety is firmly at the heart of our recovery and reopening plans.

5.0 Financial Position

- 5.1 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.
- 5.2 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.
- 5.3 As a result of the significant impact of the pandemic on Glasgow Life's finances, Dr Bridget McConnell, Chief Executive Officer and Jan Buchanan, Director of Finance and Corporate Services of Glasgow Life presented to the Cross Party Budget Working Group on 16th December 2020 and again on 20th January 2021 the level of service which the organisation could deliver within the agreed Council Service Fee.
- 5.4 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 yet achieved due to the impact of the pandemic. These savings, which were approved by Glasgow City Council on the 20th February 2020, included a number of venue related savings through Community Asset Transfer, Community Hubs, the re-provisioning of a number of museums, golf courses and bowling greens and alternative uses for venues. These are detailed in Appendix 2. Consequently Glasgow Life's operating costs for 2021-22 are £117 million.
- 5.5 Following discussions at the Renewal Political Oversight Group on the 8th March 2021, it was agreed that Glasgow City Council would provide Glasgow Life with a guaranteed minimum income of £100 million over the next four years. This is made up of service fee of £72.8 million plus an earned income target of £27.8 million.

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- 5.6 While this additional financial security will allow us to open considerably more venues (approx. 90) than originally planned (61), it still does not return Glasgow Life to our previous level of operating budget.
- 5.7 Therefore, for the year ahead, 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', thereby ensuring long term financial sustainability within a smaller financial envelope.
- 5.8 It is difficult to predict how mass vaccination will impact on social restrictions and the extent to which consumer behaviour and attitudes adopted during the immediate phase of the pandemic will continue. It appears likely that social distancing, hygiene and face covering requirements will remain in place in parallel and may continue until the long-term efficacy of the vaccine and the behaviour of Covid-19 can be assessed. 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.
- 5.9 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.
- 5.10 Since March 2020, Glasgow Life has been successful obtaining one-off Covid monies and will continue to maximise these opportunities while our ability to generate income recovers.
- 5.11 It has been agreed with Glasgow City Council that prior to any further venues and services being considered for re-opening, 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

6.0 Glasgow Life: Planning Beyond the Pandemic

- 6.1 Glasgow Life's operating environment requires a fundamental change, not to our vision and core purpose, rather to how we prioritise and optimise the resources available to us during the next few financial years: our human resources; our budget; the venues and sites on our property portfolio; and the broad range of services we deliver for citizens and local communities, visitors and tourists to Glasgow.

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- 6.2 Our vision remains to inspire every citizen and visitor to become engaged and active in a city globally renowned for culture and sport. Glasgow Life is the only charity in the city that supports mental, physical and economic well-being through sport, music, art, culture and learning. We believe that everyone should have the chance to live a great Glasgow life.
- 6.3 Our core purpose is to deliver culture sport, tourism and events on behalf of the city. While these will all support social recovery and renewal post Covid-19, they also contribute directly to the city's economic recovery, presenting Glasgow as a successful visitor and tourist destination for both leisure and business.
- 6.4 Since 1983 the city has invested more than £1.3 billion in cultural and sporting infrastructure. This investment has led to a transformation in the cultural and sporting offer of the city, and one that has translated into higher than ever before levels of participation and engagement (pre-Covid). Glasgow is the largest powerhouse of cultural production in the UK outside of London, and in the top ten Sports Cities in the world (ranked fifth).
- 6.5 While all of this is a very significant economic driver for Glasgow , the scope, scale and quality of this infrastructure, largely managed by Glasgow Life, is a national asset for Scotland which is perhaps more important now than at any point in the past, given the major challenges posed by Covid-19, stalled productivity and Brexit.
- 6.6 Glasgow Life will contribute to the social and economic recovery of the city, while securing the future of the organisation and prioritising the allocation of our resources.

7.0 Current Status

- 7.1 Within the £100 million financial guarantee from the Council we have budgeted for the reopening of 90 venues and sites during the financial year 2021-22.
- 7.2 In addition, budgeted within the £100 million is funding for key activity that supports the Glasgow's social and economic recovery including:
- support for the Tourism and the Visitor economy through the Glasgow Conventions Bureau and destination marketing campaigns;
 - key city events including Celtic Connections, Merchant City Festival, the Great Scottish Run and Glasgow International; and

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- physical activity and healthy living programmes such as health walks, cycling programmes, Live Active and Vitality programmes and Community Sports Hubs.

7.3 Also funded are cultural programmes and activity including:

- Creative Communities Artists in Residence programme;
- the libraries book and materials fund; and
- learning activity such as coach core and digital skills programmes.

7.4 The cost of stewardship, management and care of the city's museum and special collections and archives are included in the £100 million guarantee for 2021-22.

7.5 Whilst the costs of opening additional venues and facilities continue to be captured, none can currently be re-opened as they cannot be accommodated within the £100m guarantee.

8.0 People Strategy

8.1 As a result of the impact of the pandemic on Glasgow Life and the agreed Council Service Fee for 2021-22, we are working to identify and plan the impact on our workforce in terms of the resource allocation and skills required which will enable us to continue to deliver vital core services, as well as our continued contribution to the city's recovery, with a focus on our longer term sustainability.

8.2 Within the People Strategy are a suite of options for organisational change which includes:

- Strict vacancy management .
- Review of existing fixed term contracts
- Voluntary reduction in hours.
- Career breaks.
- Flexible Retirement.
- Early Retirement and Voluntary Redundancy.
- Redeployment and career diversification opportunities when vacancies in essential posts arise.

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8.3 Underpinning all of the options we will work within the following agreed People Principles, confirming Glasgow Life will:

- schedule regular meetings with Trade Unions and work in partnership to discuss proposals and activity. Meetings at a local service level are fortnightly, with strategic meetings, chaired by the Director of Finance and Corporate Services every four weeks;
- communicate and present robust business cases for change to help our staff understand the changes and the new direction for the organisation;
- where required, enter into collective consultation on proposed changes
- where relevant, consult with all employees on an individual basis once collective consultation has ended;
- implement a consistent engagement and communication framework;
- consult with a view to reaching agreement;
- where agreement cannot be reached, every effort will be given to resolving collective concerns, and subsequently individual employee concerns;
- link multiple change initiatives where possible; and
- any change will be fair and legal.

8.4 Throughout all service reform planning, Glasgow Life will continue to work closely and seek opportunities with the wider Council family HR community.

9.0 Property Asset Options

9.1 Key to recovery planning for Glasgow Life is the future operating model for the 171 venues and sites on our property portfolio. We are progressing this through a number of different channels including:

- Community Activation Pilots
- Community Asset Transfers
- People Make Glasgow Communities initiative

9.2 Prior to the launch of the People Make Glasgow Communities' initiative, Glasgow Life had established three Community Activation Pilots at three pitch sites: (further information is attached at Appendix 3)

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- Nethercraigs Sports Complex with Pollok United,
- Springburn Synthetic Pitch with Partick Thistle Charitable Trust, and
- Stepford Road Football with FARE and Easterhouse FA.

9.3 We are also working with sport organisations to establish long term leases for a number of sports site including:

- Ibrox Football Centre to Rangers Charitable Trust,
- Petershill Football Centre to Partick Thistle Charitable Trust
- FARE Scotland for Stepford Road Football, which was originally a community activation pilot. FARE have secured a 25-year lease at Stepford Sports Complex which was approved at Glasgow City Council's Contracts and Property Committee on the 20th May 2021.

9.4 Community Asset Transfers continue to progress in line with Scottish Government Legislation and a transfer has been approved for Possilpoint Community Centre in favour of Possilpark People's Trust, which will enable the construction of a new Community run Hub.

9.5 We have also been supporting a number of organisations for a period of time to assist with their Community Asset Transfer aspirations including:

- Linn Park Adventure Playground, and
- Langside Hall Trust and Community Central Halls (Woodside Halls)

9.6 It is critical that Glasgow Life work with our Council colleagues to progress all viable expressions of interest as the budget does not exist to open any more than the 90 venues which have been agreed with Glasgow City Council.

9.7 In line with budget options submitted to GCC for the 2020/21 budget and referenced at section 3.4 of this report Glasgow Life has been working with Glasgow City Council to develop new partnerships which secure the future of key cultural and sporting facilities. This has included:

- Securing significant investment from The R&A at Lethamhill Golf Course to create a new golfing experience and visitor attraction, focusing on shortform golf, targeting a family audience and increasing accessibility with a commitment to ongoing and pro-active community engagement and involvement.

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- The Scotland Street School Museum building becoming an Early Learning and Childcare facility with a reduced museum activity programme.

Investment works to the Grade A listed building and those required to support the delivery of a multi-purpose facility supporting early learning, childcare and the continuation of the existing museum service are now progressing.

10.0 CONCLUSION

10.1 While there remains uncertainty about the months ahead and the duration of Covid related restrictions impacting upon Glasgow Life's recovery, it is clear that future planning must balance short term needs with long term strategies, ie immediate financial stability while supporting the social and economic recovery of the city, with a longer term financially stable operating model for Glasgow Life.

10.2 Cognisant of 10.1 above, and also the statement in 2.4 regarding the critical role that community and locally based organisations will play in the city's recovery from the covid-19 pandemic, the PMGC programme will also play a critical role in enabling essential and valuable services to be delivered to local communities.

10.3 Additionally, the PMGC programme will create a wider range of options and opportunities for organisations seeking to establish themselves within council assets than the current Community Asset Transfer process presents. It will also enable organisations to deliver services at the same time as building their resilience and capacity in a controlled environment as they move towards their longer term aspirations.

10.3 This combined approach will look to deliver the greatest impact from the agreed Council Service Fee and the long term sustainability of the services and activities that are cherished by Glasgow's citizens and visitors which are integral to the city, and Scotland's, social and economic recovery.

11.0 Policy and Resource Implications

Resource Implications:

Financial: None

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Legal: None

Personnel: None

Procurement: None

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

Equality Impacts:

EQIA carried out: None in relation to this particular report, however, bespoke EQIA impact assessments will be undertaken on each individual PMGC project that progresses.

Outcome: (no significant impact, positive impact or negative impact)

Sustainability Impacts:

Environmental: None

Social: None

Economic: None

10. Recommendations

The Wellbeing, Empowerment, Community and Citizen Engagement City Policy Committee is asked to:

4. Note the update provided within the report on the People Make Glasgow Communities programme and from Glasgow Life
5. Request officers to regularly update committee on the work that will continue to be taken forward as part of the development of the PMGC programme.
6. Request officers to continue to work across council departments and wider community and equalities networks to shape the EQIA framework for the Glasgow Life facilities and PMGC programmes of activity.

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