



Glasgow City Council
City Administration Committee

Item 4

26th January 2023

Report by Elaine Galletly, Director of Legal and Administration

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COUNCIL FAMILY REVIEW 2022/23

Purpose of Report:

To update members on the conclusions and recommendations reached following the Council Family Review of Glasgow Life.

Recommendations:

It is recommended that Committee:

1. notes the report;
2. approves that Glasgow Life continues delivering all culture and leisure services subject to reviewing and amending the legal and ALEO governance framework to update and take account of changes since Glasgow Life was established;
3. agrees that the updated ALEO governance framework is submitted to OPDSC;
4. approves that the current end date of the agreement for delivery of culture and leisure services by Glasgow Life is retained at 31 March 2032 with a further review during 2027 as set out in this report; and
5. approves the Action Plan set out in Appendix 1 and agrees that it will be reviewed and reported to OPDSC annually.

Ward No(s):

Citywide:

Local member(s):

Advised: Yes

No

Consulted: Yes

No

PLEASE NOTE THE FOLLOWING

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1. Council Family Review Background

- 1.1 Glasgow City Council (“the Council”) has completed a number of strategic reviews since 2015. An agreed part of the approach is that the operating model continues to be reviewed regularly to ensure that it remains fit for purpose, delivers Best Value, and takes account of new and emerging issues:

<http://www.glasgow.gov.uk/councillorsandcommittees/viewDoc.asp?c=P62AFQDNT1DX2UDXT1>
<http://www.glasgow.gov.uk/councillorsandcommittees/viewDoc.asp?c=P62AFQDN2U0GNTUTUT>
<https://www.glasgow.gov.uk/councillorsandcommittees/viewDoc.asp?c=P62AFQDNDXDX0G0GUT>

- 1.2 Since 2015 the following reviews have taken place leading to the undernoted changes. These have reduced Service departments from 7 to 5, and the number of ALEOs from 10 to 5:

- (i) City Building (Glasgow) LLP became a joint venture between the Council and the Wheatley Group.
- (ii) Glasgow Life and GCMB were merged.
- (iii) Corporate Services was merged across Financial Services and the Chief Executive’s Department.
- (iv) Cordia LLP was merged across DRS and Social Work Services.
- (v) Community Safety Glasgow and Land and Environmental Services were merged with the service renamed Neighbourhoods and Sustainability.
- (vi) A new Property and Land Services Division was established in DRS as a corporate landlord function focussing on asset optimisation/utilisation, efficiencies across facilities management operations, repairs and maintenance and capital projects.
- (vii) A Strategic Innovation Team (SIT) was established in the Chief Executive’s Department to monitor ICT contract performance, perform the intelligent client function; and engage with Services and ALEOs on emerging innovation and business requirements. Members have continued oversight and involvement through the Digital Glasgow Board and Digital Glasgow Strategy.
- (viii) A new Director of (Regional) Economic Growth was created to drive economic development opportunities and inward investment into the city and city region, aligned to the City Deal, the City Region Economic Strategy and the City Region Cabinet.
- (ix) A new Director of Community Empowerment and Equalities was created to lead on Community Empowerment and Community Planning, working across the Council Family, Community Planning Partners, Governments, Business, Third and Academic sectors.

- (x) The majority of service areas that sat within the former DRS and N&S came together into an integrated service model with the underlying theme of “Place and Development”, integrating key city strategies and services to promote better outcomes for people and communities. The new Service was named “Neighbourhoods, Regeneration & Sustainability” (NRS)
- (xi) Economic Development and Inward Investment (formerly in DRS) transferred to Chief Executive’s Office
- (xii) Catering and FM (formerly in DRS) transferred to Financial Services
- (xiii) All staff, business and assets of City Parking have been transferred into the Council (NRS).
- (xiv) All staff, business, and assets of JBG relating to the business / enterprise services have been transferred into the Council’s Economic Development Team (CEO).

1.3 The resultant Council Family Model is set out in Figure 1 below.



- 1.4 This report summarises the conclusions and recommendations of the Review that has been undertaken in relation to Glasgow Life and its delivery of culture and leisure services.

2. Glasgow Life Background

- 2.1 Glasgow life is a charitable company established in 2006 as Culture and Sport Glasgow, it is a company limited by guarantee and its sole member is the Council. It has a wholly owned trading subsidiary Culture and Sport Glasgow (Trading) CIC established on 5 March 2007. It operates and carries out its activities under the name of Glasgow Life and its sub brands.
- 2.2 Glasgow Life delivers on all core services relating to culture, leisure and sport activities and these are grouped under the following service headings: Sport; Events; Libraries and Communities; Museum & Collections; Arts, Music and Culture; Tourism & Conventions; Marketing & Communications. All of these services are covered by a suite of legal agreements, including a Service Level Agreement (SLA), which are in place between Glasgow Life and the Council until 2032. Some of these services are delivered under legislative and statutory provisions.
- 2.3 Since 2007, a number of additional services have been added to the Glasgow Life portfolio and these include: the merger with Glasgow City Marketing Bureau; transfer and addition of a number of new buildings including Concert Hall, Emirates and Riverside Museum respectively; high profile capital projects such as Kelvin Hall and Burrell refurbishments; and supporting delivery of major events e.g., 2014 Commonwealth Games, Celtic Connections and the 2018 European Championships.
- 2.4 The Board of Directors of both companies consists of 14 members, with 5 Partner Directors (i.e., appointed by the Council) and 8 Independent directors as well as the Glasgow Life Chief Executive.
- 2.5 When the company was established in 2007, the Council transferred the operational management of certain assets to Glasgow Life. These assets, comprising property and collections remain in the ownership of the Council, and the Council provides funding for the maintenance of these assets with major expenditure being sourced through the Council's capital programme. In many cases individual capital projects have been enhanced through the provision of grant funding from bodies such as the Heritage Lottery, Sports Scotland, National Libraries of Scotland and specific project grants provided by the Scottish and UK governments. The capital programme has also benefited from fundraising activities from various individuals for significant high-profile projects e.g. Kelvingrove Art Gallery and the Burrell.

- 2.6 Ten properties are sub leased to Glasgow Life by the Council but are owned by City Property as a result of sale and leaseback arrangements agreed as part of the Council's initial funding strategy for equal pay. The investment requirements for these assets are currently being funded from financial returns from City Property and this is expected to continue in the short term. To support the second phase funding strategy for equal pay an additional three Glasgow Life properties have been included as agreed by the Council on 29 September 2022. Glasgow Life's lease for these properties will remain with the Council. All operational activity carried out at these properties will continue as normal and will not be affected by the sale and leaseback proposals.
- 2.7 Rates relief is obtained in relation to properties leased to Glasgow Life in the sum of approximately £16m per annum. Recent changes by Scottish Government to cap rates relief to ALEO's may result in additional costs for new/refurbished cultural and leisure venues
- 2.8 The Council is the primary funder of Glasgow Life via a service fee for delivery of cultural and leisure services. Each year Glasgow Life is subject to savings targets against that service fee.
- 2.9 The Chief Executive of Glasgow Life is a Mission Sponsor in the Strategic Plan 2022 – 2027, responsible for supporting delivery of the Plan and, in particular, delivering key priorities to meet Grand Challenge One - 'Reducing poverty and inequality in our communities'. The Glasgow Life Chief Executive is responsible for leading on the following strategies 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
 - Glasgow as a UNESCO City of Music
- 2.10 A refresh of the City's Event Strategy is currently underway led jointly by Glasgow City Council and Glasgow Life. It will review the governance related to decision making for events and conferences, look to enhance support and promote event organisers in the city, consider opportunities for climate sustainable investment and alignment with the City's Economic Strategy and associated City Marketing activity.

3 Covid Impact and Recovery

- 3.1 Glasgow Life has been significantly impacted by the pandemic with income from fees and charges particularly affected. These challenges have helped to contextualise this review. The Council has provided additional Covid funding to ensure Glasgow Life has been able to continue operations. This additional funding comes to an end in March 2024 and Glasgow Life requires to be on a sustainable financial footing by then.
- 3.2 Glasgow Life has a Recovery Plan which it is implementing in order to achieve the balanced budget without the additional Covid funding. Whilst income has been recovering well over the last two years, with further recovery expected, Glasgow Life will still need to reduce its expenditure to achieve this financial stability. This includes a workforce plan which will include the use of redeployment and early retirement/voluntary redundancy.
- 3.3 The Council will continue to review Glasgow Life's Recovery Plan and support Glasgow Life as they implement it.

4. Review

- 4.1 In line with the Council's commitment to continually review its structures, a detailed review has now been undertaken in relation to Glasgow Life. This has involved:
- data gathering and analysis;
 - a series of workshops between the Council and Glasgow Life;
 - a mapping exercise looking at each of the Glasgow Life Services areas and mapping the links and dependencies across the entire Council family Support Services;
 - an elected members survey; and
 - development of a business case and action plan.
- 4.2 Due to the complexity of Glasgow Life, the review was split into four key phases:
- Constitution, Finance, Governance and Legal;
 - Property;
 - Support Services; and
 - Collections Agreement.

In carrying out the review, work has been carried out by both the Council and Glasgow Life as a joint exercise, however each has had their own separate legal advice and each is responsible for their own independent decisions.

- 4.3 One of the project workstreams looked specifically at workforce issues and met with Trade Unions to gather their input in relation to the review. From consultative discussions on the Council Family Review, the Trade Unions have confirmed their strong preference for staff and services currently positioned within Glasgow Life to be transferred to the Council and for terms and conditions of employment to be harmonised with the Council. The Trade Unions also indicated any proposal to transfer additional Council staff or services to Glasgow Life would be met with significant resistance. These views have been fully considered and taken into account in the business case.
- 4.4 A business case has been developed relating to the various contractual agreements between the Council and Glasgow Life. The full Business case is available for review by Elected Members in the members library.
- 4.5 To develop the business case, a multi-disciplinary project team was established comprising officers from across the Council. The business case is consistent with the HM Treasury Green Book “five case” model and sets out the strategic need and context for the review and the case for change from the current operating structure. It identifies a range of options that were filtered down to a shortlist for detailed appraisal against a set criteria.
- 4.6 Each of the short-listed options were then assessed against defined criteria of: strategic fit; service delivery; scope for innovation; financial case and people/HR.
- 4.7 The business case highlighted a number of material issues to be taken into consideration and acknowledged changes since 2007 when Glasgow Life was first established. Some of the key issues are as follows:
- the Council’s commitment to a review of its ALEOs
 - the financial impact of Covid-19 (including a Council time limited safety net to allow some Glasgow Life venues and premises to re-open);
 - the impact on Glasgow Life of the People Make Glasgow Communities Programme, which is now being embedded into business as usual;
 - the impact of the Equal Pay Funding Sale and Leaseback arrangements in respect of the management, repair and maintenance of the properties leased to Glasgow Life;
 - the opportunity to give further consideration to other services which transferred over to the Council such as: the merger of Glasgow Life with Glasgow City Marketing Bureau in 2015; the transfer into Glasgow Life of the business of Glasgow Cultural Enterprises Limited; the 2012 School library service; and additional venues which transferred to Glasgow Life post 2007;
 - the new Council Strategic Plan; and

- the financial benefits of the Glasgow Life structure which gives £16m in rates relief each year together, with £1.5m in VAT benefits, as well as opportunities to seek funding which only charities can receive.

4.8 The Business case appraisal identified the preferred option of continuing delivery of all current culture and leisure services by Glasgow Life subject to delivery of the Action Plan. If any material changes are recommended arising out of the Action Plan, a report will be brought back to committee for approval.

4.9 One of the findings is that clarity is required between the roles and responsibilities of the Council and Glasgow Life. The Council sets the strategic direction for culture, sport and leisure services and agrees which services are to be delivered by Glasgow Life and manages that SLA. Glasgow Life as the delivery body is responsible for delivering against this SLA. This is being updated and clarified through delivery of the Action Plan and in particular the updated ALEO Governance Framework as set out in this report.

5 Summary of Action Plan

5.1 The Action Plan is set out in Appendix 1 and is summarised below. An annual update on performance against the action plan will be brought to OPDSC.

5.2 Constitution

The original Glasgow Life Board was made up of 10 members but increased to 12, and then increased again to 14 when the Glasgow Life and Glasgow City Marketing Bureau merged. There are two Boards but with the same membership. The review has looked at: the current size of the board, fourteen members, which is at the upper limit; the proportion of independent and partners members; the understanding of the core relationship between the Council and Glasgow Life; and the need to ensure the correct balance and skillset of those members to ensure delivery of strategic added value benefits.

It is also noted that Glasgow Life has commissioned an external legal adviser to conduct a skills review of the Board to ensure that it has the relevant skills and experience to allow it to carry out its functions appropriately.

It is therefore recommended that a full review of both constitutions of the Glasgow Life company and the trading CIC should be undertaken to ensure that they remain fit for purpose. Key points in reviewing the board section include:

- i. Review of / development of induction training to outline the relationship – contractual and governance between the Council and Glasgow Life;
- ii. Size of the board to reduce from 14 to 12 (5 Partner Directors and 6 Independent Directors), taking place in a phased manner to allow skills / knowledge transfer;

- iii. Consideration of upper time limits for appointments (UK Corporate Governance Code refers to 9 years); and
- iv. The Council to request that Glasgow Life considers how to ensure that the diversity of our communities are represented as part of the skills review of the Board; and
- v. Council Business managers to consider appropriate skill sets when appointing partner directors and their retention for longer periods

5.3 Contractual/ALEO Governance Framework

- 5.3.1 During the fifteen years since the initial constitution and contractual agreements were drawn up, the relationship between the Council and Glasgow Life has developed and evolved.

All contractual documentation will be reviewed and updated to take account of these changes in operations since 2007.

Work is also ongoing in terms of the ALEO Governance review and an indication of the new format and next steps is set out below which will provide an integrated approach to the delivery and management of many of the recommendations within the Action Plan and these changes will positively impact on the working relationships between the Council and Glasgow Life.

- Actions which support the governance and performance management of Glasgow Life (and other ALEOs) will be integrated into a cyclical plan, based on a financial year.
- The budget process to agree the service fee (which will link to the updating of the SLA and will reflect that revised agreement), and Glasgow Life's interpretation of that through their business plan will be the starting point for each cycle.
- The requirements of Grand Challenge One of the Council Strategic Plan (which aims to: Reduce Poverty and Inequality in Our Community, and Support Glasgow to be a City that is Active and Culturally Vibrant) and the Glasgow Life Business Plan will be used to agree the Governance and Performance measure for the forthcoming financial year.
- In addition to the current performance reporting Glasgow Life undertakes to report to OPDSC on progression of Grand Challenges and Missions, in particular the Mission to support Glasgow to be a City which is Active and Culturally Vibrant. A broader, more structured approach will be agreed for additional reporting to Committee by Glasgow Life primarily in relation to approval of City Policies and Strategies (on which Glasgow Life leads).
- The Framework will also provide a methodology for miscellaneous reporting by ALEOs on the strategic implementation or management of services / City Wide Policies as agreed through relevant committee convenors.

5.3.2 The next steps for the Framework will be:

- To provide adequate detail including roles and responsibilities for Council Family officers to implement the framework. For some of the processes outlined above, such as the Budget Process, there are existing methods in place. The ALEO Governance Framework aims to support the integration of outcomes from existing processes.
- Agree reporting points for known deliverables within the work plans of each committee, including where necessary the development of bespoke processes for new elements.
- Establish necessary governance structures to support the management and oversight of the Framework.

5.3.3 It is anticipated that the detail associated with the framework will be concluded in time to be utilised for the 2023-24 financial year.

5.4 Budget and Services Fee

Glasgow Life continues to work to recover its income. The 'safety net' for Glasgow Life comes to an end in 2024 and the Action Plan has a focus on how Glasgow Life can recover sustainably.

The Council Budget process determines the annual service fee paid to Glasgow Life and this process will be incorporated into the review of the ALEO Governance Framework referred to at para 5.3 above.

5.5 Policies and Strategies

The strategies referred to at paragraph 2.9 in this report are directly linked to the delivery of Council services by Glasgow Life on behalf of the Council. The review confirmed the role of Glasgow Life as policy lead and concluded that further clarity on processes and approvals were required in relation to these strategies and approvals which will be included into both the contractual and ALEO Governance Framework.

5.6 Property

Challenges have been faced with the re-opening of all assets operated by Glasgow Life following the pandemic, this combined with ongoing budget pressures to maintain assets provides an opportunity to link these findings to existing Council strategies such as the Property and Land Strategy.

Glasgow Life operates, and through budget provision, maintains a number of property assets on behalf of the Council for the delivery of services as recorded in the SLA. The review has concluded that the existing relationship and

operational delivery by Glasgow Life in support of the concepts outlined in the property agreement is working well but would benefit from further clarity on roles, responsibilities and accountability.

We also need to collate updated information on the Council estate currently used by Glasgow Life such as revenue costs, condition and suitability and how the Glasgow Life estate contributes towards the carbon targets of the council. This data will help inform future recommendations relating to the estate and will help determine if some of the work that Glasgow Life is doing in communities should be delivered by the Council or other community organisations. This ties into the People Make Glasgow Community project. Glasgow Life has actively engaged with the PMGC project and supported the Council with various other property transactions to date, noting that this will now be embedded into business as usual.

6 Conclusions

- 6.1 The Council's review of Glasgow Life has reached the conclusion that Glasgow Life should remain as a charitable company to deliver culture and leisure services on behalf of the Council subject to the terms of this report and delivery of the Action Plan, with any material changes or recommendations being brought to committee for approval.
- 6.2 It is further proposed that an implementation plan is developed based on the Action Plan and performance against it reported annually at OPDSC.

7. Policy and Resource Implications

Resource Implications:

Financial: No additional financial provisions are required to support the recommendations within this report. The ongoing 'Covid' fund support and expectations for budget savings remain part of business as usual.

Legal: Legal Services will ensure that all legal implications associated with the updating and review of legal documentation are carried out.

Personnel: It is noted that the Trade Unions are keen for all Glasgow Life staff to transfer back into the Council. However, the financial challenges associated with this option are deemed untenable and would have a material and severely detrimental impact in relation to Council budgets. If this report is approved at committee, there would be no impact to staff either in Glasgow Life or the

Council who would remain under their existing terms and conditions and with their current employer.

Procurement: N/A

Council Strategic Plan: The review has taken account of the Council Strategic Plan 2022-27

Equality and Socio- Economic Impacts:

Does the proposal support the Council's Equality Outcomes 2017-22 EqlA Screening completed with outline timescale for review of impacts outlined.

What are the potential equality impacts as a result of this report? No significant impact at this stage, mainly positive.

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

Sustainability Impacts:

Environmental: The review recognises the importance of the Glasgow Life portfolio in terms of how the Glasgow Life estate contributes towards the carbon targets of the council.

Social including Article 19 opportunities: N/A

Economic: N/A

Privacy and Data Protection impacts: No data protection impacts identified at this stage.

8. Recommendations

8.1 It is recommended that Committee:

- 1) notes the report;
- 2) approves that Glasgow Life continues delivering all culture and leisure services subject to reviewing and amending the legal and ALEO governance framework to update and take account of changes since Glasgow Life was established;
- 3) agrees that the updated ALEO governance framework is submitted to OPDSC;
- 4) approves that the current end date of the agreement for delivery of culture and leisure services by Glasgow Life is retained at 31 March 2032 with a further review during 2027 as set out in this report; and
- 5) approves the Action Plan set out in Appendix 1 and agrees that it will be reviewed and reported to OPDSC annually.

APPENDIX 1- ACTION PLAN

The recommendations outlined in the Action Plan reflect three types of recommendations:

1. Those which are fundamental to the relationship between the Council and Glasgow Life, impact directly on the constitution, or clarity of position in respect of roles and responsibilities.
2. Those which are transactional, support the efficient delivery of the primary fundamental recommendations and ongoing governance arrangements between the Council and Glasgow Life (GL).
3. Recommendations which should be considered for a phase two of the review, or link to existing ongoing service reform reviews within BAU operations.

The recommendations remain in listed format, and if approved at committee these recommendations will be developed into a full action plan including identification of responsible officers, deadlines for completion and governance arrangements to oversee implementation.

Part 1 – Primary / Fundamental Recommendations

Ref	Recommendation
01	<p>GL and CIC Constitution / Board.</p> <p>A full review of both constitutions, including those sections referring to the Board, should be commissioned to ensure they are up to date and remain fit for purpose. It is recommended that the board section of the constitution is reviewed in five key points:</p> <ul style="list-style-type: none"> - Discussion with current board / development of induction training to outline with the relationship, contractual and governance, between the Council and GL, and how these work to ensure optimum delivery - Size of boards- there are currently 14 members (5 Partners / 8 Independent / CEO), this should be reduced to 12 (5 partners / 6 independents / CEO), noting there are currently two independent director vacancies - Consideration of upper time limits for director appointments (the UK Corporate Governance Code refers to 9 years) - Council to request that Glasgow Life considers how to ensure that the diversity of our communities are represented as part of the skills review of the Board - Council Business Managers to consider appropriate skill sets when appointing partner directors and their retention for longer periods

Ref	Recommendation
02	<p>Constitutional Induction Training</p> <p>Where appropriate it is recommended that the induction training recommended for board members should be extended to senior officers within Glasgow Life and Glasgow City Council who will be managing the constitutional relationship.</p>
03	<p>Covid Funding.</p> <p>Continue engagement with GL to review and support their plans to achieve an end to Covid funding by March 2024.</p>
04	<p>Budget Process (Service Fee)</p> <p>The Council Budget process determines the annual service fee paid to Glasgow Life and this should be reviewed to take account of: how it links to the services commissioned by the Council from Glasgow Life; Glasgow Life use of Council assets; and the performance information presented in relation to these services.</p>
05	<p>Glasgow's Metropolitan Status</p> <p>Further lobbying of Scottish Government in relation to metropolitan status and seeking of core Government funding for Glasgow assets of national significance including museums and sporting facilities.</p>
06	<p>ALEO Governance Framework</p> <p>The ALEO Governance Framework is overarching across all ALEOs, including GL. It is recommended that all elements of the Framework be reviewed and updated, following the conclusion of the review. This should include:</p> <ul style="list-style-type: none"> a) Clarification of the GL Business Planning process. The process for submission, circulation and feedback on the Plan within the Council should be formalised and managed as part of the ALEO Governance Framework. b) Addition of a dedicated section within the GL Business Plan on services to be delivered for and on behalf of the Council, and expected levels of service performance and performance measures/ targets that will form the basis of ongoing monitoring and reporting. This should be mutually agreed on an annual basis. c) Clarification of the roles and responsibilities across all parts of the ALEO Governance Framework as it applies to GL (and others), including the potential need for and role of a Contract Manager, as currently specified in the Services Agreement. <p>Recommendations in relation to the performance management elements of the ALEO Governance Framework are set out separately – see 07 below.</p> <p>NB this work is underway and has been taken into account in the main report</p>

Ref	Recommendation
07	<p>Performance Management Framework –</p> <p>It is recommended that the ongoing review of the Corporate Performance Management Framework addresses the following:</p> <ul style="list-style-type: none"> a) Review the current metrics/ measures reported by GL to the Council to ensure appropriateness/ relevance. New performance measures should be agreed, with specific coverage of those services commissioned by the Council. b) These performance measures should form part of a wider ALEO performance dashboard, including information across a range of areas, to be used as a single report into Council for dissemination across relevant Services/areas. c) This dashboard, and specifically performance measures related to commissioned services, should be reviewed annually (link to 06(b) above) <p>This dashboard should be submitted quarterly and reviewed by Council officers, to form part of a wider report to Senior Management that covers submissions from all of the ALEOs, including GL. Should meetings be required with the ALEOs, these can be established (similar to the former Governance Management Group).</p>
08	<p>Policies and Strategies</p> <p>It is recommended that the role of GL as strategic policy development lead on behalf of the Council be reviewed and documented to ensure clarity of roles and responsibilities. These arrangements should be embedded as part of the ALEO Governance Framework. Consideration should also be given to the appropriate PDC committee where matters should be taken</p>
09	<p>Regularise Occupancies.</p> <p>Working with GL, regularise all occupancies into one of several pre-agreed categories. The categories will form part of the delivery of the recommendation. This approach will support ease of management of the estate.</p>
10	<p>Roles and Responsibilities</p> <p>Review roles and responsibilities and accountability for both the GL Property Team and the Council Property services. It is acknowledged that current practices are working well. This recommendation aims to formalise that current state. This will include the buildings remaining within the stewardship of GL.</p>
11	<p>PMGC</p> <p>Review of current PMGC process and how GL link into this.</p>

Ref	Recommendation
12	<p>Condition and Suitability of the Estate</p> <p>Following existing Scottish Government’s standard building report template, where each building is given a rating from A-D. Carry this building survey out across the GL operated estate. It should be noted that the scoring of these surveys takes into consideration the suitability of the building as well as its condition.</p> <p>Following initial grading / rating of venues it is further recommended to agree a set of parameters to produce a metric for the provision of services, this would include travel time and distance from each type of venue. The outcome of this will identify areas of the city which are either over or under provided for and assist the forward look in terms of selection of property, and tying into the work being undertaken regarding liveable neighbourhoods.</p> <p>Further discussion between GL and the Council will be required regarding the mechanics / operational delivery of this recommendation, this will be carried between subject matter experts (property teams).</p>

Part 2 – Transactional Recommendations to support implementation of part 2 recommendations.

Ref	Recommendation
13	<p>SLA Updates – Ensure the SLA (front end) and all associated agreements including property (to ensure reflection of challenges as a result of sale and leaseback properties, and alignment to the City’s property and land strategy) are bought up to date to be reflective of legislative changes including GDPR, charities legislation, bribery act, state aid etc.</p> <p>This should also include the services agreed to be delivered by Glasgow Life following this review to include Community Learning and services to HSCP. This should also include writing in an annual review update as necessary, noted in recommendations 4, 6 and 7 to support governance and performance management. .</p> <p>Reference to property SLA – GL will work with PACS and request consideration to:</p> <ul style="list-style-type: none"> - Heritage Estate Strategy - Property Rationalisation - Property and Land Strategy
14	<p>SLA Term</p> <p>Consider length of Glasgow Life Term – currently 2032. This should be through a review in five years – 2027. This approach is caveated by any specific changes required to reflect material variations as a result of budget review / service fee process.</p>

Ref	Recommendation
15	<p>Transitional Services Agreement (TSA)</p> <p>This agreement should be updated to reflect the current position of the support services provided to GL by the Council family. This update should be in line with the SLA update noted in recommendation.</p> <p>The revised TSA should be revised on a five-year term in line with the SLA Term recommendation noted above.</p>
16	<p>Change Control</p> <p>It is recommended that the Change Control Process be reviewed to ensure clarity of:</p> <ul style="list-style-type: none"> - Definition, use and application and under which circumstances a change control is required; - roles and responsibilities across the Council and Glasgow Life, and the process to be followed for all stages of the change control lifecycle.
17	<p>Council Approval Process</p> <p>Following implementation of relevant recommendations in table 1, it is recommended that the approvals process is reviewed to ensure clarity of:</p> <ul style="list-style-type: none"> - matters related to GL that require Council approval; - the process for requesting, considering and decision making in relation to these matters; - roles and responsibilities of Council and GL officers, and scope to designate a single point of contact within the Council to receive and process these matters, and - how these matters, and the outcome of Council consideration, will be recorded and decisions communicated
18	<p>Reference / Flow Charts / Guides</p> <p>It is recommended that as part of the transactional updates to SLAs, agreed approaches for delivery of processes relating to the Council / GL relationship and agreements will be produced in the form of simplified flow charts or other such means.</p>
19	<p>Human Resources (HR)</p> <p>Recommendations are not linked to CFR directly. They can be taken forward through BAU. For completion they are recorded here:</p> <ul style="list-style-type: none"> - Major Events and Project Resourcing – workforce management and governance - Workforce planning – development / succession planning / secondments and opportunities. - Redeployment – internal organisational resourcing and mutually beneficial solutions.

Part 3 – Recommendations for consideration in a further phase, or which link to existing Service Reform Reviews:

Ref	Recommendation
20	<p>GL Income Generation (Sports)</p> <p>Review the strategic approach to sport income, specifically the target demographic and customer base, and the wider offer of GL sport in the commercial market.</p> <p>This is linked to the overall financial recovery of Glasgow Life and the strategic approach to income generation.</p> <p>For noting, the 5-year Sport Business Improvement Strategy which was presented to numerous Council Committees and approved by the GL Board will inform the refreshed strategic approach for this recommendation.</p>
21	<p>Non-Domestic Rates (NDR)</p> <p>Any growth in properties leased to GL including refurbishments needs to consider the cost of additional NDR rates relief which may no longer be fully funded by NDR Pooling arrangements.</p>
22	<p>Events</p> <p>Consider any impacts on GL following the review of the Events Strategy.</p> <p>Linked to the City’s Economic Strategy, consider how to maximise the impact of Destination Marketing and Convention as part of the refresh of the Tourism and Visitor Plan</p>
23	<p>Conventions and Tourism (including City Marketing)</p> <p>Linked to policy / strategy and overall City Marketing consider wider approach to conventions and tourism (including subvention) alongside Economic Growth team within CED.</p>
24	<p>Property Revenue Expenditure</p> <p>A clear and unambiguous schedule of revenue expenditure for each building should be made available showing: Planned/statutory Maintenance works; Reactive repairs; Emergency Repairs, etc. This will enable the Council to fully understand the revenue repair costs associated with the GL estate.</p>
25	<p>Utility Costs</p> <p>A clear report on monthly/annual utility costs should be created, to assist the Council in understanding the costs associated with the GL estate, how the GL estate contributes to the carbon targets of the council and to enable the council to make decisions relating to the climate emergency and net zero ambitions.</p>
26	<p>How GL Community services link in with CEO community empowerment team and other parts of the Council which deliver community services, and to assess whether any processes and practices can be streamlined and improved.</p>

Ref	Recommendation
27	<p>TSA</p> <p>Review how all Agreements work together in light of Council family changes, Committee and governance changes, including ALEO to ALEO service provision</p> <p>Review in more detail certain support services i.e., catering, ICT and repairs and maintenance.</p>
28	<p>Collections Agreement</p> <p>Noted Collections Agreement is still under review and further recommendations may be brought back.</p>
29	<p>The Charities (Regulation and Administration) (Scotland) Bill</p> <p>Ongoing review to assess any impact on GL (and any other Council charity)</p>

