



Glasgow City Council

**Operational Performance and Delivery Scrutiny
Committee**

Item 2

12th January 2022

Report by Dr Bridget McConnell, Chief Executive, Glasgow Life

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GLASGOW LIFE RESPONSE TO OPDSC REQUEST

Purpose of Report:

In response to a request for a report from the Operational Performance and Delivery Scrutiny Committee held on 20 October 2021:

Requested that the Chief Executive of Glasgow Life provide reports to a future meeting of this committee regarding Glasgow Life's running of community centres, detailing any relevant references in the Service Level Agreement with any related agreed performance measures, together with objectives and performance measures set by Glasgow Life for community centres and performance against these, including related reporting to the Council.

Recommendations:

Committee members are asked to note the content of this report.

Ward No(s):

Citywide: ✓

Local member(s) advised: Yes No ✓

consulted: Yes No ✓



Glasgow Life response to OPDSC request
12th January 2022

To: Operational Performance and Delivery Scrutiny Committee
Date: 1st December 2021
From: Dr Bridget McConnell, Chief Executive
Contact: Susan Deighan, Director of City Marketing and External Relations

1.0 Introduction

- 1.1 Glasgow Life manages and delivers a range of services from 24 community facilities across the city, aiming to enable the people and communities of Glasgow to improve their quality of life through culture, sport, events and learning.
- 1.2 As of October 2021, nine community facilities have re-opened to support the delivery of childcare and a range of local activities and services; a further three have opened as Covid-19 test centres and one additional facility is open as a test vaccination centre, following their closure as a result of the global pandemic and national lockdown in March 2020.
- 1.3 Section 3.1 of this report provides information relating to management of the network of communities facilities from the Services Agreement between Glasgow City Council and Culture and Sport Glasgow, signed and dated 30th March 2007. Appendix 2 is an extract from the Services Agreement between Glasgow City Council and Glasgow Life relating to performance standards and performance reporting for all services provided by Glasgow Life. There are no specific performance reporting measures for Community Facilities detailed in the contract.

2.0 Contribution to city strategies

- 2.1 Community facilities support Glasgow Life's commitment to the following city strategies:

2.2 Supporting the People Make Glasgow's Communities programme

The Glasgow Life Communities team contribute to devising the operational programme and support packages required to allow the People Make Glasgow Communities programme to successfully develop new and sustainable operating models for local venues that involve and empower local communities. The team's emphasis is currently on ongoing pilot projects and supporting other opportunities that arise from the programme. To date there have been 34 expressions of interest received involving 15 Glasgow Life managed community facilities and 8 expressions of interest in 4 Public Halls.

2.3 Community Hubs

Glasgow Life are working with PALS to develop the Community Hubs programme, identifying priorities to meet local need through collaborative working and service co-location.

3.0 Extract from Services Agreement

3.1 Part 1E – Community Facilities

- 1 The Service Provider will manage and develop a network of Community Facilities leased to the Service Provider. The list of Community Facilities is as specified at paragraph 7 of Part 1E of the Schedule.
 - 2 The Service Provider will engage with local communities, community representatives and partners to ensure that the network of community facilities is put to the best possible use in the service of community aspirations.
 - 3 The Service Provider will ensure that appropriate charges are levied for community and commercial activities in community facility buildings and schools in line with pricing policies agreed between the Parties from time to time.
 - 4 The Service Provider will provide facilities for events and activities for children and young people and their families and carers aimed at increasing participation and supporting community health and well-being.
 - 5 The Service Provider will encourage and support members of local communities to form Advisory Committees to assist in the governance and management of community facilities and support the capacity-building of these Committees to help manage facilities prudently, effectively and imaginatively to the benefit of the communities.
 - 6 The Service Provider, in line with Best Value Review recommendations, will encourage and support Voluntary Managed Facilities committee members to acquire the skills they require to manage their facilities by linking them to key agencies should they require specialist help (e.g. GCVS), and by assisting them in identifying training that meets their needs and in identifying funding to support its provision.
- 3.2 Glasgow Life prepare Change Control documentation which is approved by Glasgow City Council detailing any changes to the property portfolio as part of its current governance arrangements.
- 3.3 Please see Appendix 1 for details of the status of Glasgow Life's Community Facilities.

4.0 Monitoring Performance

- 4.1 Glasgow Life's performance management framework monitors the progress of all service areas to ensure appropriate alignment and contribution towards city priorities through key performance indicators (KPIs) which are reported to via the quarterly Corporate Scorecard and included the Glasgow Life performance reports submitted to the Operational Performance and Delivery Scrutiny Committee, most recently in January and October 2021.
- 4.2 Prior to the pandemic Glasgow Life monitored the performance of community facilities through two KPIs: the number of recorded visits; and the number of lets.
- 4.3 The table below provides full year data for the financial year 2019/20 with full year comparative data from 2018/19.

KPI	2019/20 Performance	Variance to target	Variance to 2018/19
Number of recorded visits to community facilities ¹	1,469,985	+7.80%	+2.61%
Number of lets in community facilities ^{2*}	52,969	+6.11%	+11.57%

*Monitoring the number of lets ceased at the start of the pandemic due to the nature of services being delivered in facilities. Monitoring has now resumed in facilities where space is now available for let.

¹ Where possible visits are captured using the electronic sensor at the entrance of the venue, where this is not possible tenants/services operating in the venues manually capture headcounts.

² The Lets metric measures the number of lets per venue. A let is considered as the number of lettable spaces which have been let per customer. For example, if a customer lets out two lettable spaces (i.e. two halls or rooms) for an event, this is considered as two lets, no matter how many hours the let lasts. Spaces let as part of an occupancy agreement are counted using the same method, counting the number of lettable spaces which are let, per day. For example, if an organisation has a permanent let for two lettable spaces, this is counted as two lets, per day. Any lets outwith their usual occupancy agreement are recorded separately.

- 4.4 Data from the 13 community facilities which have re-opened to support the delivery of childcare and a range of local activities and services, including test

centres and a vaccination centre, highlights 127,000 visits to date (October 2021) which is 88,000 more than the same period in 2020-21.

- 4.5 Please see Appendix 2 for the extract from the Services Agreement regarding performance standards and performance reporting.

5.0 Measuring Customer Satisfaction

5.1 In the year prior to the pandemic Glasgow Life managed 24 community facilities across the city on behalf of Glasgow City Council, attracting 1.5 million visits throughout the year. The 2019 Glasgow Household Survey (GHS) reported that 15% of respondents had used a community centre. The 2021 GHS suggests a year on year reduction for the same indicators at 13%. However, these findings should be interpreted in the context of the pandemic, having been captured over a period of unprecedented change and disruption both to Glasgow Life services and to respondents' day-to-day lives. In addition, because this measure is based on users over the past year, coinciding with periods when Glasgow Life venues were closed, there were less than 300 respondents for each of these indicators. Therefore it is advised these figures are treated as indicative due to the small sample size.

5.2 It should also be noted that overall satisfaction with the services provided by the Council Family Group decreased compared to the previous wave of the survey: 48% were satisfied (compared with 67% in 2019), while 32% were dissatisfied (compared to 16%), and 19% were neutral in their opinion (compared to 15%). Satisfaction with community facilities was 67% in 2019 and remained at 67% in 2021.

6.0 Policy and Resource Implications

Resource Implications:

Financial: None

Legal: None

Personnel: None

Procurement: None

Council Strategic Plan: Vibrant City

Equality and Socio-Economic Impacts:

Does the proposal support the Council's Equality Outcomes 2021-25? Please specify.

What are the potential equality impacts as a result of this report? (no significant impact)

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

Climate Impacts:

Does the proposal support any Climate Plan actions? Please specify: None

What are the potential climate impacts as a result of this proposal? None

Will the proposal contribute to Glasgow's net zero carbon target? None

Privacy and Data Protection Impacts: None

7.0 Recommendations

Committee members are asked to note the content of this report.