



Glasgow City Council

Wellbeing, Empowerment, Community and Citizen Engagement, City Policy Committee

Report by Executive Director of Neighbourhoods, Regeneration and Sustainability

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**PEOPLE MAKE GLASGOW COMMUNITIES UPDATE**

**Purpose of Report:**

To provide the Committee with an update on the People Make Glasgow Communities programme.

**Recommendations:**

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

- Note the update provided within the report on the People Make Glasgow Communities programme

Ward No(s):

Local member(s) advised: Yes  No

Citywide:

consulted: Yes  No

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## 1.0 Introduction

- 1.1 This report aims to provide an update on the People Make Glasgow Communities Programme (PMGC) which launched on 26<sup>th</sup> February 2021 as part of the Council's commitment to empowering communities to make their own decisions, and meet the challenging needs of neighbourhoods, by giving communities the opportunity to become more involved in the venues and services they rely on.

## 2.0 Key drivers for consideration

- 2.1 Key drivers for the Programme include:
- The ambition to maximise the opportunities for community empowerment, collaboration and engagement.
  - Ensuring a fair, open and transparent process is in place with a clear governance structure and decision-making process.
  - Delivery of the Council's renewal programme which seeks to support the City's recovery from Covid-19 and, in the longer-term, to think differently and to review what services are provided; how they are best delivered, and the operating models used across the organisation, and across the city, to deliver best value and meet stakeholder expectations in a way that is better aligned to need.
  - Ensuring alignment of the services delivered by the Council Family to the Council's Strategic Plan, the Glasgow Community Plan, the Property and Land Strategy, Local Outcome Improvement Plan and associated Locality Plans.
  - Recognition of the need to meet continuing financial challenges and deliver efficiencies across the Council Family.

## 3.0 Programme Management Office (PMO)

- 3.1 A Programme Management Office dedicated for the delivery of the Property & Land Strategy was set up to drive the PMGC Programme delivery and process the technical, legal and engagement processes for meaningful community management. The team is continually developing and supporting a range of bespoke models of occupation and operation that better align to the needs and capacities of organisations. This Programme team also works simultaneously on the Community Hub Programme which is also a placed based programme of activity in line with the aims and objectives of the Property and Land Strategy 2019 to 2029.

## 4.0 PMGC process

- 4.1 A detailed process has been developed for the PMGC programme consisting of the following key phases:

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### ***Application Phase***

Validation of enquiry received, allocation of lead officer to each enquiry, identification of suitable venue/s

### ***Initial Assessment Phase***

Involves meeting with interested party to discuss aspirations and provide venue information and guidance on next steps. An asset suitability assessment is undertaken with the service area to ensure suitability of the asset for this programme. An initial proposal will be submitted by the interested party, and feedback provided by PMGC team.

### ***Engagement Phase***

A closing date set for alternative expressions of interest to be received for the venue, the proposal is published on the PMGC webpage (see section 5.0 below), capacity building support is provided to the interested party, a business plan will be prepared and community engagement will be undertaken, a more detailed application will be submitted and assessed, and a report is prepared for Contracts & Property Committee seeking permission to continue negotiations on tenure arrangements.

### ***Development Phase***

Legal and property agreements to be prepared, negotiated and agreed, ongoing support and governance to be agreed

### ***Implementation Phase***

Handover of venue, commencement of operation, ongoing support and monitoring established

4.2 Details of the process and each phase are attached in ***Annex 1***.

## **5.0 PMGC webportal**

- 5.1 An online portal on the Council's website has been set up as the key communication platform for PMGC: [www.glasgow.gov.uk/communities](http://www.glasgow.gov.uk/communities)
- 5.2 Interested groups and organisations can submit initial expressions of interest on this portal via an enquiry form that displays GCC assets in the form of a map.
- 5.3 All key documents are available on the PMGC webpage. These include application forms, guidance documents and FAQs.
- 5.4 Once a closing date is set for a venue, this is being published on the webpage. Thereafter, the proposal/s received for this venue are also being published on the webpage.

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### 6.0 Progress to date

- 6.1 Since its launch in late February 2021, the People Make Glasgow Communities programme has received over 450 expressions of interest. Around 60% of these are for specific venues with a majority of these relating to Glasgow Life venues. The remaining 40% of enquiries relate to organisations who are looking for property in a specific area of the city with venues still to be identified. This has presented the team with an additional challenge of identifying suitable assets for these organisations.
- 6.2 Due to the open and transparent nature of the process and the popularity of the programme, a number of competing proposals have been received for venues. The PMO team will in the first instance encourage and facilitate partnership working between interested parties. In instances where this is unsuccessful, it is proposed that a report will be taken to the Contract's and Property Committee to seek a decision on which proposal to take forward to the Engagement Phase of the PMGC process.
- 6.3 30% of expressions of interest have now been closed off. These range from successful referrals to partners, let enquiries and organisations that just want to be kept informed.
- 6.4 The number of expressions of interest received each week has slowed down significantly after the first 9 months with 1-3 new expressions of interest now being received per week.
- 6.5 The majority of open enquiries are currently in the Initial Assessment Phase with interested parties working on a detailed proposal for the venue. Around 50 detailed proposals have now been received and a number of these have moved into the Engagement Phase. A case study on one of the proposals the team are currently working on is provided in **Annex 2**.
- 6.6 The team has also been working on interim activations of venues to ensure continuity of service delivery while the organisations are going through the PMGC process for a longer-term arrangement.
- 6.7 The PMO has held numerous information meetings and workshops to a large number of groups and existing forums over the past year.
- 6.8 The PMO is working closely with Glasgow Council for the Voluntary Sector (GCVS) who is PMGC's official partner to deliver capacity building for organisations, provide strategic development opportunities, and to support interested organisations in their ambition to take on the management of assets. GCVS are delivering a targeted training programme for interested organisations and providing one-to-one support and consultancy to organisations in the programme. They will also refer organisations to other partners that may be better placed to provide specific support, such as Volunteer Glasgow, Community Enterprise in Scotland (CEIS) and other agencies. Each organisation in the programme will vary, however, in general terms, a significant level of support and assistance is provided to organisations during

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the process. In order to ensure long-term success and sustainability of the proposals, initial support as well as ongoing support will be required for the vast majority of organisations.

6.9 The PMO has developed partnerships with several other organisations to provide a wide range of support to organisations, for example, Glasgow Building Preservation Trust (GBPT) are a valuable resource for organisations interested in the development and management of Heritage Assets.

### 7.0 Community Engagement and Communication

7.1 To ensure consistency and provide one point of contact throughout the process, a lead officer is allocated to each enquiry from the outset.

7.2 77% of interested parties wish to be kept informed around PMGC. The PMO team has therefore started to issue regular newsletters to all interested parties. These are also posted on the PMGC web portal.

7.3 When a proposal reaches the Engagement Phase, the interested party will be required to undertake detailed community engagement activity. The PMO will provide advice and guidance in this regard and a guidance document for organisations is also available on the PMGC webpage.

7.4 Elected members are being kept informed throughout the process in relation to proposals submitted within their ward. Area Partnerships, Community Councils and other key stakeholders are also being kept informed and engaged with as part of the Engagement Phase for each proposal.

### 8.0 Policy and Resource Implications

#### Resource Implications:

*Financial:* None.

*Legal:* None.

*Personnel:* None.

*Procurement:* None.

**Council Strategic Plan:** The PMGC programme supports the outcomes in the “Vibrant City” and the “Resilient and Empowered Neighbourhoods” themes. Priorities 74 and 79 in particular are being addressed by this programme.

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**Equality and Socio-Economic Impacts:**

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

Bespoke EQIA assessments will be undertaken on each individual PMGC project that progresses.

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

None.

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

The proposal provides opportunities for community empowerment, collaboration and engagement in each of the local communities.

**Climate Impacts:**

*Does the proposal support any Climate Plan actions? Please specify:*

N/A

*What are the potential climate impacts as a result of this proposal?*

None.

*Will the proposal contribute to Glasgow's net zero carbon target?*

N/A

**9.0 Recommendations**

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

Note the updated provided within the report on the People Make Glasgow Communities programme