



Glasgow City Council

City Administration Committee

Report by Mairi Millar, Director of Legal and Administration

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Item 6

4th September 2025

**COUNCIL FAMILY REVIEW – GLASGOW LIFE/REVIEW OF TOURISM,
CONVENTIONS AND DESTINATION MARKETING**

Purpose of Report:

To update members on the conclusions and recommendations reached following the Council Family Review of Glasgow Life in relation to tourism, conventions and destination marketing.

Recommendations:

The Committee is asked to:

- 1 Note the terms of this report and the findings, actions and recommendations arising from the Council Family Review of Glasgow Life in relation to tourism, conventions and destination marketing.
- 2 Approve the transfer of responsibility for tourism, conventions and destination marketing to the Council to sit within the Economic Development Team in the Chief Executive's Department, with the associated TUPE transfer of staff currently delivering this service.

Ward No(s):

Citywide:

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Local member(s):

Advised: Yes

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No

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Consulted: Yes

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No

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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.
- 1.2 Since 2015 a number of reviews have taken place which have reduced Service departments from 7 to 5, and the number of ALEOs from 10 to 5.
- 1.3 As part of the Glasgow Life Council Family Review, the City Administration Committee (CAC) agreed at its meeting on 26 January 2023 a total of 29 recommendations. Those recommendations were grouped into strategic/fundamental, transactional, and those which required further work. These were further split into workstream headings of Constitutional, Financial, Legal /Governance, HR and Property. Recommendation 23 stated:

Recommendation 23: Conventions and Tourism (including City Marketing)

CAC approved wider approach to conventions and tourism (including subvention) alongside Economic Growth team within CED.

- 1.4 CAC also agreed that an annual report setting out progress on the implementation of the review recommendations would be taken to the Operational Performance and Delivery Scrutiny Committee (OPDSC).
- 1.5 An initial report was brought to the OPDSC on 7 February 2024 with a second report on 12th March 2025 and it was noted that the review of conventions remains ongoing, and that an external review via the Chamber of Commerce was commissioned in 2023/24. The report noted that further work was planned through 2025 to conclude this review with partners including Glasgow City Council, Glasgow Life, Glasgow Chamber of Commerce, Glasgow Economic Leadership and Glasgow Airport. This review has now concluded.

2 Summary of Key Findings, Recommendations and Actions

- 2.1 The work commissioned by partners concluded that Glasgow should establish a new Destination Marketing Organisation to coordinate marketing of the city to residents, businesses and visitors. This would combine the work done by various parts of the Council Family, including Invest Glasgow, Glasgow Life and the Glasgow Convention Bureau.
- 2.2 Invest Glasgow is the Council's inward investment team. Based in the Economic Development Division of the Chief Executive's Department, it works to attract inward investment to the city and has been very successful in achieving this over the last 15 years, with Glasgow recently noted as the leading destination for inward investment in Scotland.

- 2.3 The Glasgow Convention Bureau works with key partners including SEC, NHS Greater Glasgow and Clyde, as well the city's academic community, tourism and hospitality businesses and local transport operators. Formerly part of the Glasgow City Marketing Bureau, it transferred to Glasgow Life in 2016. Named the UK's Best Convention Bureau for the past 18 years, they are a hugely experienced team who act as the first point of contact for convention organisers when hosting a meeting in Glasgow.
- 2.4 Glasgow Life operates a series of destination marketing functions for business and leisure tourists to the city through the Visit Glasgow and People Make Glasgow brands. This positive work drives overnight stays, supporting the visitor economy and enhancing Glasgow's reputation and supports the Tourism Strategy 2030.
- 2.5 The review concluded that, whilst each of these areas was functioning well on an individual basis the optimal model would be a single integrated team, combining the strengths of the various component parts. This has long been called for by the Glasgow Economic Leadership Board and the Chamber of Commerce who have frequently noted the need for a more coherent single message, particularly to the business community.
- 2.3 It is therefore considered that a dedicated Destination Marketing and Management Organisation (DMMO) is the next step in Glasgow's evolution. This will serve as the city's voice to the world, uniting our diverse assets under a compelling, consistent brand and single organisation.
- 2.4 This is intended to unite three teams into a single new DMMO based in Economic Development within Glasgow City Council. Destination Marketing and Glasgow Convention Bureau will move from Glasgow Life and join Invest Glasgow. This is intended to unlock Glasgow's potential, drive tourism, attract Business Events, and bring sustainable investment into the city.
- 2.5 Approval is therefore sought for the transfer of responsibility for tourism, conventions and destination marketing to the Council to sit within the Economic Development Team in the Chief Executive's Department, with the associated TUPE (Transfer of Undertakings (Protection of Employment)) transfer of staff currently delivering this service. A full assessment will be conducted based on current roles, responsibilities, and the proportion of time spent on activities that are directly aligned with the transferring activity to identify in scope staff.
- 2.6 If approved, it is proposed that an implementation plan is developed with a view to the transfers taking place by the end of November 2025, subject to consultation with Trade Unions and staff in scope.

3 Policy and Resource Implications

Resource Implications:

Financial:

The transfer of staff will be accompanied by appropriate budget transfer and managed within existing resources

Legal: Legal Services will ensure that all legal implications associated with the Review are addressed and legal documentation is updated.

Personnel: TUPE will apply where services are transferred to the Council. In accordance with legislative requirements staff terms and conditions will be protected under the normal TUPE arrangements and full Trade Union consultation and staff engagement will take place prior to TUPE.

Procurement: N/A

Council Strategic Plan: **Grand Challenge Two:** Increase opportunity and prosperity for all our citizens by delivering more economic growth to the city

Grand Challenge Four: Enable staff to deliver essential services in a sustainable, innovative, and efficient way for our communities. The proposals will deliver greater efficiencies and generate a better and more joined up service

Equality and Socio- Economic Impacts:

Does the proposal support the Council's Equality Outcomes 2021-2025

Full EQIA will be carried out as part of TUPE process

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

No significant impact at this stage.

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

Climate Impacts:

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

No impact at this stage

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

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

No impact at this stage

**Privacy and Data
Protection Impacts:**

Are there any potential
data protection impacts
as a result of this report
Y/N

No data protection impacts identified
at this stage.

If Yes, please confirm that
a Data Protection Impact
Assessment (DPIA) has
been carried out

4 Recommendations

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