Item 3

6th June 2023

Glasgow City Council

Environment and Liveable Neighbourhoods City Policy Committee

Report by George Gillespie, Executive Director of Neighbourhoods, Regeneration and Sustainability

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PEOPLE MAKE GLASGOW COMMUNITIES PROGRAMME UPDATE

Purpose of Report:

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

Recommendations:

The Committee is asked to:

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

Ward No(s):	Citywide: ✓
Local member(s) advised: Yes ☐ No ☐	consulted: Yes ☐ No ☐

1 Introduction

1.1 This report aims to provide an update on the People Make Glasgow Communities (PMGC) Programme which launched on 26th February 2021 as part of the Council's commitment to empowering communities to exercise more control in the delivery of local services, 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 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 Progress to date

3.1 Expressions of Interest

Since its launch in late February 2021, the PMGC programme has received a remarkable 585 expressions of interest from groups seeking to become more involved in, and exercise more control of, assets which deliver sports, education and community services including parkland and green spaces. Organisations involved in activities such as sports, food growing and transforming greenspace, provision of childcare, and supporting financial and personal wellbeing, have all explored what PMGC can do for them and their communities. The programme is continuing to prove very popular with a steady stream of 1-3 expressions of interest being received every week.

3.2 Around 60% of enquiries are for specific venues. The remaining 40% of enquiries relate to organisations who are looking for assets in an area of the

city with specific venues still to be identified. This has presented the team with an additional challenge of identifying suitable assets for these organisations. Officers are currently working with around 20 organisations to identify a venue that suits their needs.

3.3 ***Competitive proposals***

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 the same venues. As a default position, officers will encourage and facilitate partnership working between interested parties. In instances where this is unsuccessful however, the organisations whose initial proposals are recommended to progress will proceed to the Engagement Phase of the process where they will be asked to work-up their detailed application. Officers carry out a robust assessment of the proposals on conclusion of the Engagement Phase and a report is being taken to the Contracts and Property Committee to seek permission to take one proposal forward to the Development Phase of the PMGC process, where the terms and conditions of the proposed tenure are discussed and agreed.

3.4 ***Proposals progressing through process***

14 organisations have successfully progressed into the Development Phase of the PMGC process where occupation agreements are being finalised prior to organisations commencing management of venues as part of the PMGC programme. 8 of these organisations are now successfully operating venues with the remaining 6 working with officers on funding applications and legal agreements. ***Annex 1*** provides quotes from some organisations who have progressed through the process.

3.5 A phased approach is being used where appropriate with some organisations initially managing venues on a short-term Licence to Occupy with ongoing advice/ support from operational and facilities management teams. This flexible arrangement has been very successful as it gives organisations time to settle into venues and learn from this experience prior to taking on a venue under a long-term Lease. Officers are continually delivering and supporting a range of bespoke models of occupation and operation that align to the skills, knowledge, experience, resilience and needs of the individual organisations. ***Annex 1*** provides examples of these.

3.6 Around 30 organisations are currently in the Engagement Phase of the process where they are undertaking community consultations on their proposals and are working on a detailed application, including their business plan.

3.7 A working group is in place for each proposal in the Engagement Phase to provide the organisation with the support required to prepare the documentation for their detailed application. On submission of the detailed application, a two-stage assessment is undertaken by the working group and an independent assessment panel consisting of officers from various service areas. If the application is recommended to proceed, it progresses into the Development Phase where the organisation might either enter into a short-term arrangement initially (as outlined above) or work straight away on Heads of Terms for a long-

term arrangement. These Heads of Terms are then taken to the Council's Contracts and Property Committee for approval prior to a Lease being agreed.

3.8 A further 30 organisations are currently working with officers on their initial proposals for a specific venue. This includes gathering detailed information about the venue, its suitability for inclusion in the programme, its condition and current operating costs. On successful assessment of the initial proposal, the organisation proceeds into the Engagement Phase as outlined above.

3.9 Details of the PMGC process and its phases are attached at ***Annex 2***.

3.10 Over 80% of expressions of interest have now been closed off. These comprise a range of outcomes from successful referrals to partners, organisations pursuing joint proposals, let enquiries and organisations that just want to be kept informed.

3.11 ***Services provided and benefits generated***

Although not all organisations are successful in securing an occupation agreement for a venue, a large number of organisations progress through part of the process and are making use of a large range of services that the PMGC programme offers. Benefits for community organisations involved in the PMGC programme include:

- Training courses on a wide number of subjects, such as Funding & Fundraising, Managing Staff, Better Governance, Financial Management, Climate Friendly Practice
- Assistance in developing business and financial plans
- Assistance in designing and undertaking community consultations
- Assistance in developing policies and procedures
- Assistance in governance and organisational set up
- Assistance in preparing funding applications

A wide range of organisations have benefitted from these and have become more resilient even though they might ultimately not take on the management of an asset of their own.

3.12 ***PMGC communication platform***

An online portal on the Council's website acts as the key communication platform for the PMGC programme: www.glasgow.gov.uk/communities
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. All key documents are available on the PMGC webpage. These include application forms, guidance documents and FAQs. Once a closing date is set for further expressions of interest to be lodged for a venue, this is published on the webpage. Thereafter, the proposal/s received for a venue are also published on the webpage. Elected members, Area Partnerships, Third Sector Networks and other groups are also informed of closing dates and proposals via email.

4 Conclusions

4.1 The PMGC programme has proven very popular with over 570 expressions of interest received to date and good progress being made with organisations working through the programme. The security of having their own facilities and the ability to expand the range of services and activities that can be delivered as a result, means security of tenure delivered through the PMGC programme is helping organisations to secure additional funding to develop and deliver their services.

4.2 The PMGC programme has also delivered a wide range of benefits to third sector organisations increasing their resilience and capabilities.

4.3 Notwithstanding the successes of the programme, there are still a number of significant challenges. The current economic climate and rising utility costs can make asset management by local organisations very challenging. Additionally, there remains a challenge in developing the skills, knowledge, experience, resilience and capacity of third sector organisations to manage and operate built assets. The evidence from PMGC thus far, however, is that when the Council provides the support to community and third sector organisations to lead, make decisions and deliver local services, positive outcomes are being delivered.

5 Policy and Resource Implications

Resource Implications:

Financial: Council family revenue savings are being generated as a result of community organisations taking more control of Council owned community venues.

Legal: The report raises no new legal issues.

Personnel: Individual PMGC proposals provide employment and volunteering opportunities.

Procurement: The report proposes no changes to the current PMGC process.

Council Strategic Plan: The vision of the Council Strategic Plan 2022 to 2027 is to support a fair and sustainable city where everyone gets to contribute, and all can benefit from a flourishing Glasgow.

PMGC is a fair and transparent process which delivers against the above vision and the following Grand Challenges:

1. **Reducing poverty and inequality in our communities:**
   Active management of assets by external organisations through PMGC allows services to be delivered which may otherwise not be available, supporting citizens who rely on these services.
2. **Increasing opportunity and prosperity for all our citizens:**
   The PMGC programme allows citizens to have a stake in their city economy and supports oragnisations where they deliver community benefits.
3. **Fighting the climate emergency in a just transition to a net zero Glasgow:**
   The PMGC programme ensures that the long-term sustainability of all proposals are considered, and supports organisations to consider opportunities to help reduce Glasgow's carbon emissions.

Equality and Socio-Economic Impacts:

Does the proposal support the Council's Equality Outcomes 2021-25? Please specify.	Bespoke EQIA assessments are being undertaken on each individual PMGC project that progresses.
What are the potential equality impacts as a result of this report?	No impact – this is a progress update report for noting only
Please highlight if the policy/proposal will help address socio-	The PMGC programme provides opportunities for community empowerment, collaboration and engagement in each of the local communities.

economic disadvantage.	

Climate Impacts:

Does the proposal support any Climate Plan actions? Please specify:	As part of the PMGC programme, training opportunities and support with funding applications are being provided, some of these are specifically targeted at positive climate actions.
What are the potential climate impacts as a result of this proposal?	N/A – this is a progress report for noting only and does not contain any specific proposals.
Will the proposal contribute to Glasgow's net zero carbon target?	The PMGC programme ensures that the long-term sustainability of all proposals are considered, and supports organisations to consider opportunities to help reduce Glasgow's carbon emissions.

Privacy and Data Protection Impacts:	
Are there any potential data protection impacts as a result of this report Y/N	No.

6 Recommendations

The Committee is asked to:

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