

Council Family Review – Glasgow Life - Review of Tourism, Conventions and Destination Marketing – Transfer of responsibilities approved.

6 There was submitted a report by the Director of Legal and Administration regarding the Council Family Review of Glasgow Life/Review of Tourism, Conventions and Destination Marketing, advising that

- (1) since 2015, the Council had completed a number of strategic reviews and an agreed part of the approach was that the operating model continued to be reviewed regularly to ensure that it remained fit for purpose, delivered best value and takes account of new and emerging issues;
- (2) as part of the Glasgow Life Council Family Review, this committee on 26th January 2023 (Print 5, page 55) had approved 29 recommendations, with those recommendations being grouped into strategic/fundamental, transactional, and those that required further work being further split into workstream headings of Constitutional, Legal /Governance, Financial, HR and Property;
- (3) the Operational Performance and Delivery Scrutiny Committee on 12th March 2025 (Print 7, page 119) noted the progress made with the implementation of Glasgow Life's Council Family Review recommendations and that it was anticipated that the 6 outstanding recommendations would be concluded over the coming months as they were interdependent on each other;
- (4) recommendation 23 was in relation to Conventions and Tourism (including City Marketing) and an external review via the Chamber of Commerce was commissioned in 2023/24 which had concluded that Glasgow should establish a new Destination Marketing Organisation to co-ordinate marketing of the city to residents, businesses and visitors and this would combine the work done by various parts of the Council Family, including Invest Glasgow, Glasgow Life and the Glasgow Convention Bureau;
- (5) Invest Glasgow, the Council's inward investment team based in the Economic Development Division of the Chief Executive's Department, worked to attract inward investment to the city and had been very successful in achieving this over the last 15 years, with Glasgow recently noted as the leading destination for inward investment in Scotland;
- (6) the Glasgow Convention Bureau worked with key partners including SEC, NHS Greater Glasgow and Clyde, as well as the city's academic community, tourism and hospitality businesses and local transport operators and was formerly part of the Glasgow City Marketing Bureau before being transferred to Glasgow Life in 2016 and was the first point of contact for convention organisers when hosting a meeting in the city;
- (7) Glasgow Life operated a series of destination marketing functions for business and leisure tourists to the city through the Visit Glasgow and People Make Glasgow brands and this positive work drives overnight stays, supporting the visitor economy, enhancing Glasgow's reputation and supported the Tourism Strategy 2030;

- (8) the review had concluded that, whilst each of the 3 areas were functioning well on an individual basis, the optimal model would be a single integrated team, combining the strengths of the various component parts and it was proposed that there now be a single dedicated Destination Marketing and Management Organisation based within the Economic Development Division of the Chief Executive's Department and that the Destination Marketing and Glasgow Convention Bureau would move from Glasgow Life and join Invest Glasgow; and
- (9) it was proposed that the staff be transferred under a TUPE agreement, with a full assessment conducted based on current roles, responsibilities, and the proportion of time spent on activities that were directly aligned with the transferring activity to identify in scope staff and an implementation plan would be developed with a view to the transfers taking place by the end of November 2025, subject to consultation with Trade Unions and staff.

After consideration, the committee

- (a) noted the findings, actions and recommendations arising from the Council Family Review of Glasgow Life in relation to tourism, conventions and destination marketing; and
- (b) approved 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.