



Glasgow City Council

Operational Performance and Delivery Scrutiny
Committee

Report by Director of Legal and Administration

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IMPLEMENTATION OF GLASGOW LIFE COUNCIL FAMILY REVIEW RECOMMENDATIONS

Purpose of Report:

To provide the Committee with an update on the progress of implementation of Glasgow Life's Council Family Review Recommendations.

Recommendations:

The Committee is asked to note the contents of the report.

Ward No(s):

Citywide: ✓

Local member(s) advised: Yes No consulted: Yes No

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1. INTRODUCTION

- 1.1 To provide the Committee with an update on the progress of implementation of Glasgow Life's Council Family Review Recommendations.

2. BACKGROUND

- 2.1 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.
- 2.2 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).
- 2.3 An initial report was brought to the OPDSC on [7 February 2024](#) and it was noted that:
- the following workstreams were completed: Constitutional; Financial and HR;
 - the revision of ALEO Governance Framework within the Legal / Governance workstream was completed;
 - the following policies had been brought before the relevant Committees during 2023/24: Vision for Glasgow Libraries; City Tourism and Visitor Plan and Collections Development Policy and transitioned to business as usual; and
 - **15** out of the **29** recommendations had been implemented.

3. IMPLEMENTATION OF RECOMMENDATIONS – GLASGOW LIFE

- 3.1 The Council Family Review – Glasgow Life Coordination Group continues to make progress in relation to the Glasgow Life Service Level Agreement (SLA) as outlined below.
- 3.2 Legal / Governance – The review of the SLA is nearing completion. Legal Services have been working with relevant officers across the council family to ensure that the Service Level and Support Agreements accurately reflect the relationship between Glasgow City Council and Glasgow Life. The Agreements continue to be updated to reflect legislative and administrative changes. The Legal and Governance work accounts for the majority of the outstanding actions (reported in paragraph 3.7 below).
- 3.3 All performance management actions have been implemented with further discussion with Glasgow Life regarding move to Business As Usual (BAU) and wider rollout. This will be supported by:

- the [Performance Manual](#) that outlines our approach to reporting on performance at both a corporate and service level ensuring that we can monitor and report progress against the council's commitments and programmes. The first iteration of the performance manual was considered by OPDSC on the [16 August 2023](#), and again as part of a regular annual review in [4 September 2024](#).
- the Performance Management Working Group. This group comprises of Officers across Council Services and ALEOs including Glasgow Life and will continue to embed and reinforce the approach outlined in the manual as well as address any other issues in relation to performance management.

3.4 Property – All property related recommendations have either been implemented or are being implemented as part of business-as-usual processes.

3.5 Events and Conventions – All event recommendations have now been implemented:

- The review of events is complete with the Glasgow Events Strategy being endorsed by [WECCE 26 September 2024](#) and approved by [CAC 24 October 2024](#).
- The review of conventions remains ongoing, an external review via the Chambers of Commerce was commissioned in 2023/24, the outcome of which was taken into account for the work on the City Marketing Strategy. Further work is planned through 2025 to conclude this review.

3.6 Collections Agreement – Following the successful completion of the [Collections Development Policy](#), Museums and Galleries accreditation was retained, a key requirement of the agreements between Glasgow City Council and Glasgow Life. The collections agreement continues to be worked on and is currently being considered by both parties before finalising.

3.7 **Table 1** below details the total number of implemented recommendations to date and the number remaining to be implemented:

Table 1 – Summary of Recommendations

Recommendations	Number
Implemented to date	23
Remaining	6
Total	29

3.8 Since last reporting to Committee in February 2024, **8** additional recommendations have been implemented thus bringing the total implemented to date up to **23**.

3.9 Out of the **29** recommendations, **6** are still to be implemented and it is anticipated that these will be concluded over the coming months, as those

which remain ongoing are interdependent on each other. A list of all 29 recommendations is set out in **Appendix 1**.

4. POLICY AND RESOURCE IMPLICATIONS

Resource Implications:

<i>Financial:</i>	There are no new financial implications.
<i>Legal:</i>	There are no new legal implications.
<i>Personnel:</i>	There are no direct personnel implications.
<i>Procurement:</i>	There are no relevant procurement implications.

Council Strategic Plan: The Council Family Review supports Grand Challenge 4, Mission 2 in the Council Strategic Plan.

Equality and Socio-Economic Impacts:

Does the proposal support the Council's Equality Outcomes 2022-27 No specific governance-related outcome. However, it does via Committee scrutiny provide information to the public on Council processes and services; supporting the aims of outcome 3

What are the potential equality impacts as a result of this report? No direct impact has been identified at this stage

Please highlight if the policy/proposal will help address socio economic disadvantage. No direct impact has been identified at this stage

Sustainability Impacts:

<i>Environmental:</i>	No new direct impacts.
<i>Social, including Article 19 opportunities:</i>	No new direct impacts.
<i>Economic:</i>	No new direct impacts.

Privacy and Data Protection impacts: No direct impacts.

5. RECOMMENDATIONS

5.1 The Committee is asked to note the contents of the report.

APPENDIX 1- ACTION PLAN

Part 1 – Primary / Fundamental Recommendations

Ref	Recommendation
01	<p>GL and CIC Constitution / Board.</p> <p>A full review of both constitutions, including those sections referring to the Board, should be commissioned to ensure they are up to date and remain fit for purpose. It is recommended that the board section of the constitution is reviewed in five key points:</p> <ul style="list-style-type: none"> - Discussion with current board / development of induction training to outline with the relationship, contractual and governance, between the Council and GL, and how these work to ensure optimum delivery - Size of boards- there are currently 14 members (5 Partners / 8 Independent / CEO), this should be reduced to 12 (5 partners / 6 independents / CEO), noting there are currently two independent director vacancies - Consideration of upper time limits for director appointments (the UK Corporate Governance Code refers to 9 years) - Council to request that Glasgow Life considers how to ensure that the diversity of our communities are represented as part of the skills review of the Board - Council Business Managers to consider appropriate skill sets when appointing partner directors and their retention for longer periods
02	<p>Constitutional Induction Training</p> <p>Where appropriate it is recommended that the induction training recommended for board members should be extended to senior officers within Glasgow Life and Glasgow City Council who will be managing the constitutional relationship.</p>
03	<p>Covid Funding.</p> <p>Continue engagement with GL to review and support their plans to achieve an end to Covid funding by March 2024.</p>
04	<p>Budget Process (Service Fee)</p> <p>The Council Budget process determines the annual service fee paid to Glasgow Life and this should be reviewed to take account of: how it links to the services commissioned by the Council from Glasgow Life; Glasgow Life use of Council assets; and the performance information presented in relation to these services.</p>
05	<p>Glasgow’s Metropolitan Status</p> <p>Further lobbying of Scottish Government in relation to metropolitan status and seeking of core Government funding for Glasgow assets of national significance including museums and sporting facilities.</p>

Ref	Recommendation
06	<p>ALEO Governance Framework</p> <p>The ALEO Governance Framework is overarching across all ALEOs, including GL. It is recommended that all elements of the Framework be reviewed and updated, following the conclusion of the review. This should include:</p> <ul style="list-style-type: none"> a) Clarification of the GL Business Planning process. The process for submission, circulation and feedback on the Plan within the Council should be formalised and managed as part of the ALEO Governance Framework. b) Addition of a dedicated section within the GL Business Plan on services to be delivered for and on behalf of the Council, and expected levels of service performance and performance measures/ targets that will form the basis of ongoing monitoring and reporting. This should be mutually agreed on an annual basis. c) Clarification of the roles and responsibilities across all parts of the ALEO Governance Framework as it applies to GL (and others), including the potential need for and role of a Contract Manager, as currently specified in the Services Agreement. <p>Recommendations in relation to the performance management elements of the ALEO Governance Framework are set out separately – see 07 below.</p>
07	<p>Performance Management Framework –</p> <p>It is recommended that the ongoing review of the Corporate Performance Management Framework addresses the following:</p> <ul style="list-style-type: none"> a) Review the current metrics/ measures reported by GL to the Council to ensure appropriateness/ relevance. New performance measures should be agreed, with specific coverage of those services commissioned by the Council. b) These performance measures should form part of a wider ALEO performance dashboard, including information across a range of areas, to be used as a single report into Council for dissemination across relevant Services/areas. c) This dashboard, and specifically performance measures related to commissioned services, should be reviewed annually (link to 06(b) above) <p>This dashboard should be submitted quarterly and reviewed by Council officers, to form part of a wider report to Senior Management that covers submissions from all of the ALEOs, including GL. Should meetings be required with the ALEOs, these can be established (similar to the former Governance Management Group).</p>

Ref	Recommendation
08	<p>Policies and Strategies</p> <p>It is recommended that the role of GL as strategic policy development lead on behalf of the Council be reviewed and documented to ensure clarity of roles and responsibilities. These arrangements should be embedded as part of the ALEO Governance Framework. Consideration should also be given to the appropriate PDC committee where matters should be taken</p>
09	<p>Regularise Occupancies.</p> <p>Working with GL, regularise all occupancies into one of several pre-agreed categories. The categories will form part of the delivery of the recommendation. This approach will support ease of management of the estate.</p>
10	<p>Roles and Responsibilities</p> <p>Review roles and responsibilities and accountability for both the GL Property Team and the Council Property services. It is acknowledged that current practices are working well. This recommendation aims to formalise that current state. This will include the buildings remaining within the stewardship of GL.</p>
11	<p>PMGC</p> <p>Review of current PMGC process and how GL link into this.</p>
12	<p>Condition and Suitability of the Estate</p> <p>Following existing Scottish Government's standard building report template, where each building is given a rating from A-D. Carry this building survey out across the GL operated estate. It should be noted that the scoring of these surveys takes into consideration the suitability of the building as well as its condition.</p> <p>Following initial grading / rating of venues it is further recommended to agree a set of parameters to produce a metric for the provision of services, this would include travel time and distance from each type of venue. The outcome of this will identify areas of the city which are either over or under provided for and assist the forward look in terms of selection of property, and tying into the work being undertaken regarding liveable neighbourhoods.</p> <p>Further discussion between GL and the Council will be required regarding the mechanics / operational delivery of this recommendation, this will be carried between subject matter experts (property teams).</p>

Part 2 – Transactional Recommendations to support implementation of part 2 recommendations.

Ref	Recommendation
13	<p>SLA Updates – Ensure the SLA (front end) and all associated agreements including property (to ensure reflection of challenges as a result of sale and leaseback properties, and alignment to the City’s property and land strategy) are bought up to date to be reflective of legislative changes including GDPR, charities legislation, bribery act, state aid etc.</p> <p>This should also include the services agreed to be delivered by Glasgow Life following this review to include Community Learning and services to HSCP. This should also include writing in an annual review update as necessary, noted in recommendations 4, 6 and 7 to support governance and performance management. .</p> <p>Reference to property SLA – GL will work with PACS and request consideration to:</p> <ul style="list-style-type: none"> - Heritage Estate Strategy - Property Rationalisation - Property and Land Strategy
14	<p>SLA Term</p> <p>Consider length of Glasgow Life Term – currently 2032. This should be through a review in five years – 2027. This approach is caveated by any specific changes required to reflect material variations as a result of budget review / service fee process.</p>
15	<p>Transitional Services Agreement (TSA)</p> <p>This agreement should be updated to reflect the current position of the support services provided to GL by the Council family. This update should be in line with the SLA update noted in recommendation.</p> <p>The revised TSA should be revised on a five-year term in line with the SLA Term recommendation noted above.</p>
16	<p>Change Control</p> <p>It is recommended that the Change Control Process be reviewed to ensure clarity of:</p> <ul style="list-style-type: none"> - Definition, use and application and under which circumstances a change control is required; - roles and responsibilities across the Council and Glasgow Life, and the process to be followed for all stages of the change control lifecycle.
17	<p>Council Approval Process</p> <p>Following implementation of relevant recommendations in table 1, it is recommended that the approvals process is reviewed to ensure clarity of:</p> <ul style="list-style-type: none"> - matters related to GL that require Council approval; - the process for requesting, considering and decision making in relation to

Ref	Recommendation
	<p>these matters;</p> <ul style="list-style-type: none"> - roles and responsibilities of Council and GL officers, and scope to designate a single point of contact within the Council to receive and process these matters, and - how these matters, and the outcome of Council consideration, will be recorded and decisions communicated
18	<p>Reference / Flow Charts / Guides</p> <p>It is recommended that as part of the transactional updates to SLAs, agreed approaches for delivery of processes relating to the Council / GL relationship and agreements will be produced in the form of simplified flow charts or other such means.</p>
19	<p>Human Resources (HR)</p> <p>Recommendations are not linked to CFR directly. They can be taken forward through BAU. For completion they are recorded here:</p> <ul style="list-style-type: none"> - Major Events and Project Resourcing – workforce management and governance - Workforce planning – development / succession planning / secondments and opportunities. - Redeployment – internal organisational resourcing and mutually beneficial solutions.

Part 3 – Recommendations for consideration in a further phase, or which link to existing Service Reform Reviews:

Ref	Recommendation
20	<p>GL Income Generation (Sports)</p> <p>Review the strategic approach to sport income, specifically the target demographic and customer base, and the wider offer of GL sport in the commercial market.</p> <p>This is linked to the overall financial recovery of Glasgow Life and the strategic approach to income generation.</p> <p>For noting, the 5-year Sport Business Improvement Strategy which was presented to numerous Council Committees and approved by the GL Board will inform the refreshed strategic approach for this recommendation.</p>
21	<p>Non-Domestic Rates (NDR)</p> <p>Any growth in properties leased to GL including refurbishments needs to consider the cost of additional NDR rates relief which may no longer be fully funded by NDR Pooling arrangements.</p>

Ref	Recommendation
22	<p>Events</p> <p>Consider any impacts on GL following the review of the Events Strategy.</p> <p>Linked to the City's Economic Strategy, consider how to maximise the impact of Destination Marketing and Convention as part of the refresh of the Tourism and Visitor Plan</p>
23	<p>Conventions and Tourism (including City Marketing)</p> <p>Linked to policy / strategy and overall City Marketing consider wider approach to conventions and tourism (including subvention) alongside Economic Growth team within CED.</p>
24	<p>Property Revenue Expenditure</p> <p>A clear and unambiguous schedule of revenue expenditure for each building should be made available showing: Planned/statutory Maintenance works; Reactive repairs; Emergency Repairs, etc. This will enable the Council to fully understand the revenue repair costs associated with the GL estate.</p>
25	<p>Utility Costs</p> <p>A clear report on monthly/annual utility costs should be created, to assist the Council in understanding the costs associated with the GL estate, how the GL estate contributes to the carbon targets of the council and to enable the council to make decisions relating to the climate emergency and net zero ambitions.</p>
26	<p>How GL Community services link in with CEO community empowerment team and other parts of the Council which deliver community services, and to assess whether any processes and practices can be streamlined and improved.</p>
27	<p>TSA</p> <p>Review how all Agreements work together in light of Council family changes, Committee and governance changes, including ALEO to ALEO service provision</p> <p>Review in more detail certain support services i.e., catering, ICT and repairs and maintenance.</p>
28	<p>Collections Agreement</p> <p>Noted Collections Agreement is still under review and further recommendations may be brought back.</p>
29	<p>The Charities (Regulation and Administration) (Scotland) Bill</p> <p>Ongoing review to assess any impact on GL (and any other Council charity)</p>