



Glasgow City Council
City Administration Committee

Additional Item

22nd June 2022

Report by Bailie Annette Christie, Convener for Culture, Sport and International Relations

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Funding Support For Community Venues Operated By Glasgow Life

Purpose of Report:

To update committee on a criteria and consultation process for the £1.1 million additional funding to support the re-opening of Community Venues operated by Glasgow Life.

Recommendations:

Committee is asked to:

- Note the content of the report;
- Agree the proposed criteria and consultation process relating to the £1.1 million additional funding to support the re-opening of Community Venues operated by Glasgow Life.

Ward No(s):

Citywide:

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

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1. Introduction

- 1.1. Glasgow is a city with a history of strong civic engagement which places a high value on its community venues and the services they provide to local people.
- 1.2. The City Council is responsible for maintaining and operating a range of community venues across the city, including a number run by Glasgow Life.
- 1.3. The global pandemic has had a significant impact on the operation of community venues and has challenged traditional operating models, impacting on the ability to re-open some venues operated by Glasgow Life.
- 1.4. At the Glasgow City Council meeting on 17th February 2022 a sum of £1.1 million was allocated in the 2022/23 budget to provide 'support to re-open Glasgow Life Community Venues'.
- 1.5. This paper seeks to provide a criteria to assist in the selection of community venues which have not yet re-opened, and the public consultation process.

2 Creating the prioritisation and consultation process

2.1 The budget paper stated:

'In consultation with local communities and taking a prioritised approach, this will support further ongoing re-opening of community centres and other local venues.'

- 2.2 To assist in the selection of venues to be re-opened a set of criteria is being developed to assess each venue which will inform the priority list for re-opening. Alongside this a public consultation process is being developed to ensure that there is appropriate stakeholder engagement and that their views are recorded and used to inform the final selection criteria.
- 2.3 Whilst developing the assessment criteria and consultation process a financial modelling exercise will be undertaken to identify:
 - updated operating costs for each community facility and public hall back to pre-pandemic hours which will reflect recent increases in costs, eg utilities;
 - the potential to re-open all venues using the £1.1 million funding and the consequential impact on the operating model by comparing operating hours to pre-pandemic levels.
- 2.4 The focus will be on the community facilities and public halls that have not yet re-opened to the public. The £1.1 million allocated is to support the operational running of the venues and not to be allocated to any significant maintenance works that may be required to allow any venue to safely re-open.

3 Criteria development

3.1 The proposed criteria will fall into the following broad categories

- 1) place – including whether the venue is located in a Thriving Place, an SIMD area or an identified Community Hub ward;
- 2) demand and impact on the community – including usage pre-pandemic, anticipated demand, potential impact of re-opening on other venues; and
- 3) financial – including the level of investment required and building condition.

3.2 Officers have created a ranking system based on the importance of each criteria and developed a weighting system based on the ranking.

4 Community engagement

4.1 The following process is informed by national and international guidance that promotes effective engagement and participation to enable communities to achieve more influence in decisions which affect them.

- National Standards for Community Engagement
- Glasgow City Council – Consultation Principles and
- IAP2 Spectrum of Public Participation

4.2 Stage 1: Strategic planning - what we know and what we need to find out

4.2.1 We already have the following background data available that will be used to support engagement and informing stakeholders:

4.2.2 Operating costs – depending on status of building

- building condition including backlog maintenance requirements and estimated costs;
- the record of previous lets and tenants in the venues; and
- the interest lodged by third parties through the People Make Glasgow Communities programme (PMGC).

4.2.3 There will be information that we will need to capture through the consultation process to support the measurement/assessment of the identified criteria.

This includes:

- potential demand from previous users and tenants; and
- potential new custom for venues based on changing priorities and resource alignment by local, city or national partners.

4.2.4 There is also information that will support the longer-term sustainability of the venues by testing:

- stakeholder views on the potential to implement alternative operational models rather than the pre-pandemic model; and
- the potential for greater long term community involvement beyond the re-opening consultation process.

4.2.5 This stage will also identify the key stakeholders, our commitment to participants in terms of expectations and influence on decision making, and what resources are available/required to undertake the consultation process.

4.3 Stage 2: Informing and engaging stakeholders

4.3.1 This stage of the process is to communicate what we will be consulting on and the realistic expectations of the outcome of the exercise.

4.3.2 This stage will commence following the approval of the criteria and consultation process and will be supported by a communication plan.

Engagement Activity	Why	Who	Methods	Outcomes
Inform	Provide clarity and understanding on process/intentions – use of existing information/data	Elected Members	Social Media	Information and understanding
	Keep communities engaged and informed – opens dialogue - ongoing	Community Councils	Meetings	Clarifies and rationalises decisions being made
	Demonstrates openness and transparency	General Public	Emails	Invites people to become more involved in process
	Will allow engagement of potential future stakeholders/audiences etc	Stakeholders PMGC Team, City partners, local organisations	PMGC Newsletter	Identifies any concerns and potential solutions
		PMGC Mailing List	Briefs/ Committee papers	Define need/purpose of consultation
		Formal and Third Sector Network	Existing and new data i.e. demand, need, repairs, staffing etc	

4.4. Stage 3: Consultation stage – focus on the specific and what can be influenced

In this stage we will consult with the relevant stakeholders who can provide the information that is required to support the measurement of agreed criteria. A range of consultation methods will be utilised to give every opportunity for people to participate.

Engagement Activity	Why	Who	Methods	Outcomes
Consult	<p>Gathers feedback/ opinions</p> <p>Influences/ shapes decisions</p> <p>Reinforces or changes original thinking</p> <p>Agrees actions</p>	<p>Previous Let/lease holders – their members</p> <p>Advisory committees</p> <p>Stakeholders/ interested parties engaged through the informing stage</p>	<p>Meetings</p> <p>Survey /questionnaires (online)</p>	<p>Possible decisions that can be influenced –</p> <p>Opening Times/days</p> <p>Operating models</p> <p>Ideas for future use</p> <p>Supporting organisations/ individuals to take more of an active role</p>

4.5 Stage 4: Evaluation and planning

In this stage the content obtained through the consultation process will be reviewed to identify if we have captured all the information required to support the decision-making process. If any gaps are identified a plan for re-engagement with the relevant stakeholders will be developed to address these. This stage is also where we will identify the key outcomes of the consultation process and the implications in terms of the options to be put forward for decision at Committee. This stage also provides the opportunity to firm up the potential for community involvement in the future management and operating arrangements for each venue.

Engagement Activity	Why	Who	Methods	Outcomes
Involve	Commitment to being involved in the process	<p>Advisory Committee (old and potential new)</p> <p>Staff</p> <p>Stakeholders existing and new (i.e. new lets/organisations interested in future management roles)</p>	Meetings	<p>Management committees</p> <p>Decision making locally</p> <p>Capacity building – supporting organisations /individuals for future management of venues</p>

4.6 Stage 5: Feedback – celebrate the success – understand the impact

Following a final committee decision, this stage is to communicate the decisions and the reasons why those decisions were made. This will happen after approval by the relevant GCC Committee.

5 Embedding an equalities approach

To ensure that equality, diversity, and inclusion considerations are embedded in our consultation and engagement approach, the following will be adopted:

Equality Impact Assessments (EQIA)

An EQIA screening of the formal criteria of the decision-making process and consultation approach would be undertaken. An EQIA (possibly a full in-depth assessment) of the decisions made at the end of the process.

Consultation/Engagement methods

A range of consultation methods will be utilised to give every opportunity for people to participate – this should include on-line consultation in addition to face to face/group consultation as this will allow those who cannot attend in person for reasons such as work, caring commitments, and/or health and disability considerations to be included.

The consultation needs to be advertised widely via a range of methods and include direct communication with the third sector/voluntary organisations who represent equality groups.

The Glasgow Equality Forum would be an initial point of contact, affording enough time to allow them and their clients to participate in a meaningful way, recognising the additional pressure that covid has placed on these organisations. Group or individual meetings need to ensure that the requisite translation and support mechanisms are in place.

6 Communication Plan

6.5 A communications plan will be developed when information on the engagement and consultation is finalised.

6.6 The communications plan will detail:

- what we communicate
- to whom
- where, when, and how this will be communicated

6.7 Key messages will include:

- we want the people of Glasgow to tell us which facilities they value the most, and which they would like to see re-opened
- this information will help us determine which facilities will open and when

- reinforcement that the funding available to us will not support the re-opening of all venues, and be open and honest about the criteria being used to determine which venues are able to re-open

6.8 Potential challenges:

- We know communities will want to see all venues in their own local areas re-opened, but we know this may not be possible and we can prevent disappointment by being honest from the beginning
- We have said publicly that we will lead public consultation, so we need to provide clarity to communities about when they are being consulted and when they are being engaged with.

7 Policy and Resource Implications

Resource Implications:

Financial: GCC has allocated an additional £1.1m revenue (recurring) to the Glasgow Life Service Fee from 2022/23 onwards. Any 'one-off' expenditure required will be assessed during this process and discussed with GCC.

Legal: N/A

Personnel: Workforce retention and recruitment are significant challenges and may affect the timetable for any subsequently approved re-opening of venues.

Procurement: N/A

Equality and Socio-Economic Impacts:

Equality Impact Assessments and consultation form an integral part of the process outlined in the paper for approval.

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

What are the potential equality

Re-opening community venues and allowing communities access to vital community spaces

impacts as a result of this report? and resources will have a positive impact on community engagement and cohesion.

Please highlight if the policy/proposal will help address socio-economic disadvantage. Access to affordable community spaces for community activities and community organisations is a key element in community resilience in the face of growing socio-economic adversity.

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?

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

Privacy and Data Protection Impacts: N/A

3 Recommendations

Committee is asked to:

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