

# Agenda



## Meeting of West Dunbartonshire Council

**Date:** Wednesday, 29 August 2018

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**Time:** 18:00

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**Venue:** Council Chambers,  
Clydebank Town Hall, Dumbarton Road, Clydebank

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**Contact:** Christine McCaffary  
Tel: 01389 737186– [christine.mccaffary@west-dunbarton.gov.uk](mailto:christine.mccaffary@west-dunbarton.gov.uk)

Dear Member

Please attend a meeting of **West Dunbartonshire Council** as detailed above.  
The business is shown on the attached agenda.

Yours faithfully

**JOYCE WHITE**

Chief Executive

Distribution:-

Provost William Hendrie  
Bailie Denis Agnew  
Councillor Jim Bollan  
Councillor Jim Brown  
Councillor Gail Casey  
Councillor Karen Conaghan  
Councillor Ian Dickson  
Councillor Diane Docherty  
Councillor Jim Finn  
Councillor Daniel Lennie  
Councillor Caroline McAllister  
Councillor Douglas McAllister  
Councillor David McBride  
Councillor Jonathan McColl  
Councillor Iain McLaren  
Councillor Marie McNair  
Councillor John Millar  
Councillor John Mooney  
Councillor Lawrence O'Neill  
Councillor Sally Page  
Councillor Martin Rooney  
Councillor Brian Walker

Chief Executive  
Strategic Director - Transformation & Public Service Reform  
Strategic Director - Regeneration, Environment & Growth  
Chief Officer - West Dunbartonshire Health & Social Care Partnership

Date of issue: 16 August 2018

# **WEST DUNBARTONSHIRE COUNCIL**

**WEDNESDAY, 29 AUGUST 2018**

## **AGENDA**

**1 APOLOGIES**

**2 DECLARATIONS OF INTEREST**

Members are invited to declare if they have an interest in any of the items of business on this agenda and the reasons for such declarations.

**3 MINUTES OF PREVIOUS MEETING 7 - 13**

Submit for approval as a correct record the minutes of meeting of West Dunbartonshire Council held on 27 June 2018.

**4 MINUTES OF SUB-COMMITTEE ON SCHEME OF DELEGATION 15 - 17**

Submit for approval as a correct record the minutes of meeting of the Sub-Committee on the Scheme of Delegation held on 11 June 2018.

**5 OPEN FORUM**

The Council is asked to note that no open forum questions have been submitted by members of the public.

**6 GLASGOW CITY REGION CITY DEAL - UPDATE 19 - 44**

Submit report by the Strategic Lead – Regeneration updating on the progress with the implementation of the Glasgow City Region, City Deal and the Council's City Deal Project.

**7 PROPOSALS TO AMEND THE SCHEME OF DELEGATION TO OFFICERS 45 - 50**

Submit report by the Strategic Lead – Regulatory asking Council to consider the recommendations from the Sub-Committee on the Scheme of Delegation in respect of amendments to the Scheme of Delegation to Officers.

**8      GENERAL SERVICES BUDGETARY CONTROL REPORT –      To follow  
PERIOD 4**

Submit report by the Strategic Lead – Resources on the progress of the General Services revenue budget and the approved capital programme for the period to 31 July 2018 (Period 4).

**9      HOUSING REVENUE ACCOUNT BUDGETARY CONTROL      To follow  
REPORT – PERIOD 4**

Submit report by the Strategic Lead – Housing & Employability providing an update on the financial performance of the HRA revenue and capital budgets for the period to 31 July 2018 (Period 4).

**10     WEST DUNBARTONSHIRE COUNCIL BEST VALUE      51 - 59  
ASSURANCE REPORT 2017/18**

Submit report by the Chief Executive presenting the findings and recommendations of the Accounts Commission following the recent Best Value Assurance process of West Dunbartonshire Council.

**11     CHIEF SOCIAL WORK OFFICER’S ANNUAL REPORT      To follow  
2017/18**

Submit report by the Chief Social Work Officer presenting the West Dunbartonshire Chief Social Work Officer’s Annual Report for the period 1 April 2017 to 31 March 2018.

**12     REDUCTION IN COUNCIL USE OF SINGLE USE PLASTICS      To follow  
(SUPs) - PROGRESS UPDATE**

Submit report by the Strategic Lead – Resources on progress to reduce the use of Single Use Plastics (SUPs) across the Council.

**13     REVIEW OF POLLING DISTRICTS AND POLLING PLACES      61 - 66**

Submit report by the Strategic Lead – Regulatory advising the Council of the requirement to conduct a review of polling districts and polling places within its area.

## **14 VACANCIES ON COMMITTEES AND OTHER BODIES**

**67 - 70**

Submit report by the Strategic Lead – Regulatory requesting Council to consider the filling of the remaining vacancies on committees, joint boards/committees and outside bodies.

## **15 NOTICES OF MOTION**

### **(a) Motion by Councillor Jim Bollan – Social Media Policy for Employees**

Council agrees to review the Social Media policy for employees which is too restrictive and infringes on an employee's rights under Article 10 (Freedom of Expression) of the European Convention on Human Rights which states:

Everyone has the right to freedom of expression. This right shall include freedom to hold opinions and to receive and impart information and ideas without interference by public authority and regardless of frontiers. This Article shall not prevent States from requiring the licensing of broadcasting, television or cinema enterprises.

### **(b) Motion by Councillor David McBride – Greenlight Environmental**

This Council is disappointed to learn that Greenlight Environmental has applied for voluntary administration following its failure to honour its payments to HMRC.

Council notes that Greenlight Environmental employs 109 staff and provides a range of services to West Dunbartonshire residents.

The services provided to our citizens are valued at **£1.4m** per year and include our care of garden scheme and a variety of recycling and environmental maintenance and improvements.

This Council calls on the Chief Executive in consultation with the other Councils to work towards a solution that protects jobs and services across Greenlight Environmental area of operation.

Ideally the aim should be to ensure that Greenlight Environmental continues to trade in some form but in the event that this is not feasible, then the Council should explore the option of taking the services and jobs in house within the Council.



## WEST DUNBARTONSHIRE COUNCIL

At the Meeting of West Dunbartonshire Council held in the Civic Space, Council Offices, 16 Church Street, Dumbarton on Wednesday, 27 June 2018 at 6.00 p.m.

**Present:** Depute Provost Karen Conaghan, Bailie Denis Agnew and Councillors Jim Bolland, Jim Brown, Gail Casey, Ian Dickson, Diane Docherty, Jim Finn, Daniel Lennie, Caroline McAllister, Douglas McAllister, David McBride, Jonathan McColl, Iain McLaren, Marie McNair, John Millar, John Mooney, Lawrence O'Neill, Sally Page and Martin Rooney.

**Attending:** Joyce White, Chief Executive; Angela Wilson, Strategic Director - Transformation & Public Service Reform; Richard Cairns, Strategic Director – Regeneration, Environment & Growth; Beth Culshaw, Chief Officer, West Dunbartonshire Health & Social Care Partnership; Peter Hissett, Strategic Lead – Regulatory (Legal Officer); Stephen West, Strategic Lead – Resources; Laura Mason, Chief Education Officer; Malcolm Bennie, Strategic Lead – Communications, Culture & Communities; Jim McAloon, Strategic Lead – Regeneration; Alan Douglas, Legal Manager; Victor Francisco-Suarez, Capital Projects Manager and Craig Stewart, Committee Officer.

**Also Attending:** Zahrah Mahmood, Senior Auditor, Audit Scotland.

**Apologies:** Provost William Hendrie and Councillor Brian Walker.

**Depute Provost Karen Conaghan in the Chair**

### CHAIR'S REMARKS

Depute Provost Conaghan, Chair, welcomed everyone to the first meeting of the Council to be held in the Civic Space in the new Council Offices, 16 Church Street, Dumbarton.

**URGENT ITEMS OF BUSINESS**  
**(1) NEW CHARGES INTRODUCED FOR CLYDEBANK TOWN HALL AND**  
**16 CHURCH STREET**  
**(2) BELLSMYRE DEVELOPMENT TRUST**

Depute Provost Conaghan advised that she had agreed to a request for two urgent motions to be heard. The first motion would be heard immediately after the Open Forum item, and the second would be heard after the printed motion on town twinning on the agenda.

**DECLARATIONS OF INTEREST**

It was noted that there were no declarations of interest in any of the items of business on the agenda.

**MINUTES OF PREVIOUS MEETING**

The Minutes of Meeting of West Dunbartonshire Council held on 31 May 2018 were submitted and approved as a correct record, subject to the following correction:-

In relation to the Open Forum question by Councillor McNair asked that the minute record the full supplementary material submitted under **Andrew Muir – Social Work Complaints Review Sub-Committee**. The Legal Officer explained that the material submitted did not meet the requirements for an open forum question in that it referred to an individual. Councillor McNair asked and Council agreed that the minute be altered to include all the material other than those parts identifying an individual.

**MINUTES OF AUDIT COMMITTEE**

The Minutes of Meeting of the Audit Committee held on 13 June 2018 were submitted for information, and where necessary, ratification.

**OPEN FORUM**

The Committee noted that no open forum questions had been submitted by members of the public.

**URGENT ITEM OF BUSINESS**  
**NEW CHARGES INTRODUCED FOR CLYDEBANK TOWN HALL AND 16**  
**CHURCH STREET**

Councillor Douglas McAllister, seconded by Councillor Millar, moved:-



This Council notes with concern the new charging structure introduced for Clydebank Town Hall and 16 Church Street.

Council notes and appreciates that the Cultural Committee approved the 25% increase to charges to ensure a sustainable future for Clydebank Town Hall and help reduce the annual losses estimated to be £300,000.

However, this Council is sure that the Cultural Committee was unaware of the unintended consequences of the decision to remove the 25% discount offered to community groups and charities after 6pm.

This has resulted in a 200% increase in the charge to the Clydebank Musical Society (CMS) for the hire of the Clydebank Town Hall for their Junior Section's show planned for October of this year.

The knock-on effect of the increased charges and removal of the 25% discount after 6pm has resulted in the CMS costs increasing from £3,100 to £9,607.20 to perform at the Town Hall.

Council therefore agrees tonight to reintroduce the Grant Fund of £20,000 provided by the previous Administration to allow all our local AmDram groups to obtain at least 50% Grant support, if not more, to help pay for the increased charges failing which the show can't go on.

This Council also calls on the Chief Executive to bring forward a report to the next Full Council meeting highlighting the extent of the increased charges and potential impact this may have on all our community groups seeking to use both public facilities.

As an amendment, Bailie Agnew, seconded by Councillor Docherty, moved:-

That Council takes no action on this matter, until further work was undertaken on a strategy to resolve the situation.

At the request of Councillor O'Neill the Council proceeded by way of a roll call vote.

On a vote being taken 11 Members, namely Depute Provost Conaghan, Bailie Agnew and Councillors Brown, Dickson, Docherty, Finn, Caroline McAllister, McColl, McLaren, McNair and Page voted for the amendment and 9 Members, namely Councillors Bollan, Casey, Lennie, Douglas McAllister, McBride, Millar, Mooney, O'Neill and Rooney voted for the motion. The amendment was accordingly declared carried.

## **ADJOURNMENT**

Having heard Provost Conaghan, Chair, the Council agreed to adjourn the meeting for a period of 15 minutes. The meeting reconvened at 7.50 p.m. with all Members listed in the sederunt present.

## **VARIATION IN ORDER OF BUSINESS**

After hearing Depute Provost Conaghan, it was agreed to vary the Order of Business as hereinafter minuted.

## **SUSPENSION OF STANDING ORDERS**

Having heard the Legal Officer, the Council agreed to suspend Standing Order 20(d) to allow the following item of business to be considered.

## **USE OF MICROPHONES – PROPOSED CHANGE TO STANDING ORDERS**

A report was submitted by the Strategic Lead – Regulatory seeking approval of a proposed change to Standing Orders.

The Council agreed to instruct the Strategic Lead – Regulatory to remove all references to the requirement for Councillors to stand while speaking during full Council meetings from the Council's Standing Orders.

## **GLASGOW CITY REGION CITY DEAL – UPDATE**

A report was submitted by the Strategic Lead – Regeneration on the progress with the implementation of the Glasgow City Region, City Deal and the Council's City Deal project.

After discussion and having heard Councillor McColl provide an update on the current position, and the Strategic Director – Regeneration, Environment & Growth in further explanation and in answer to Members' questions, the Council agreed:-

- (1) to note the progress of the Glasgow City Region (GCR) City Deal, and
- (2) to note the progress with the Council's project for the Exxon site.

## **DRAFT STATEMENT OF ACCOUNTS 2017/18**

A report was submitted by the Strategic Lead – Resources on the above.

After discussion and having heard the Chief Executive and the Strategic Lead – Resources in further explanation of the report and in answer to Members' questions, the Council agreed:-

- (1) to note the contents of this report and the attached draft Statements of Accounts, subject to the understanding that the draft accounts may change depending upon the audit of the accounts undertaken by the Council's external auditors;

- (2) to note the information provided in relation to the financial performance of the Council's services and capital plan for 2017/18;
- (3) to note that a report on the audited accounts would be submitted to Council in September 2018 for approval;
- (4) to note that the audited Trust Fund Accounts would be presented to the Trust Committees at a meeting for approval, prior to being reported to Council;
- (5) to note the draft 2019/20 budget timetable attached to the report; and
- (6) that the Council would guarantee the loan due to Clydebank Community Sports Hub, to the value of £0.100m.

### **NOTICES OF MOTION**

#### **Motion by Councillor David McBride – Town Twinning**

Councillor McBride, seconded by Councillor Millar, moved:-

Council notes the decision of the Cultural Committee to explore options for the reestablishment of Town Twinning initiatives.

Council further notes that during the last SNP/Independent Administration between 2007 and 2012 £8791 of public money was committed and spent on Town Twinning.

Council notes the austerity budget cuts being inflicted on our communities by the SNP/ Independent Administration and calls on every penny of Council spending to be prioritised for the services relevant to and prioritized by West Dunbartonshire residents.

Therefore this Council calls on the chief executive to bring forward a report to the next Council Meeting detailing how our Town Twinning aspirations can be achieved at Zero cost to the public purse and the council.

As an amendment, Bailie Agnew, seconded by Councillor Docherty, moved:-

Council notes that following the decision of the Cultural Committee, officers are working to explore the potential opportunities for economic and social benefit from Town Twinning requests from France and Poland. Any decisions to spend money will be made on their merits taking into account the benefit to all citizens of West Dunbartonshire.

Maintaining cultural ties with our European cousins is even more important now with Brexit looming over us, and future reports will come to the Cultural Committee as appropriate.

At the request of Councillor McBride the Council proceeded by way of a roll call vote.

On a vote being taken 11 Members, namely Depute Provost Conaghan, Bailie Agnew and Councillors Brown, Dickson, Docherty, Finn, Caroline McAllister, McColl, McLaren, McNair and Page voted for the amendment and 9 Members, namely Councillors Bollan, Casey, Lennie, Douglas McAllister, McBride, Millar, Mooney, O'Neill and Rooney voted for the motion. The amendment was accordingly declared carried.

### **URGENT ITEM OF BUSINESS BELLSMYRE DEVELOPMENT TRUST**

Councillor Caroline McAllister moved:-

Council notes that Bellsmyre Development Trust wish to run a programme of free summer sporting activities for children and young people using the new pitches at Our Lady & St Patrick's High School.

The plan is to run a specific pilot to encourage participation from children and young people who normally do not engage in sporting activities and have fewer opportunities to socialise with their peers. It is hoped that this will increase social inclusion, health and wellbeing for children and young people in and around the Bellsmyre area.

Council agrees to waive the charges for hiring the OLSP pitches to Bellsmyre Development Trust for the purpose of running this pilot programme, and a report should be brought back to a future Educational Services committee outlining the uptake of the pilot scheme.

Any costs associated with this pilot are expected to be minimal; however any costs that cannot be met within existing budgets should be taken from the prudential reserve.

The Council approved the motion.

### **EXCLUSION OF PRESS AND PUBLIC**

A resolution under Section 50 A(1) and also under Section 50J together with Schedule 7A Part 1 Paragraphs 8 and 9 of the Local Government (Scotland) Act, 1973 to exclude press and public from the meeting during consideration of the following item of business was submitted for consideration.

Councillor Bollan moved that press and public not be excluded from the meeting during consideration.

Following a vote, the Council passed the resolution to exclude press and public from the meeting.

## **DISTRICT HEATING NETWORK FOR QUEENS QUAY AND CLYDEBANK**

A report was submitted by the Strategic Legal – Regeneration on the above.

After discussion and having heard the Strategic Lead – Regeneration, the Chief Executive and relevant officers in further explanation of the report and in answer to Members' questions, the Council agreed to approve the recommendations contained in the report.

Councillor Bollan, having failed to find a seconder for a proposed amendment, requested that his dissent be recorded in respect of this item.

The meeting closed at 9.35 p.m.

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## **WEST DUNBARTONSHIRE COUNCIL SUB-COMMITTEE ON SCHEME OF DELEGATION**

At a Meeting of the Sub-Committee on Scheme of Delegation held in Brock Meeting Room, Council Offices, 16 Church Street, Dumbarton, on Monday, 11 June 2018 at 11.30 a.m.

- Present:** Provost William Hendrie, Bailie Denis Agnew, Councillors Jim Bollan, Jonathan McColl, John Mooney and Sally Page.
- Attending:** Angela Wilson, Strategic Director of Transformation & Public Service Reform; Peter Hessematt, Strategic Lead – Regulatory; and George Hawthorn, Manager of Democratic and Registration Services.
- Apologies:** An apology for absence was intimated on behalf of Councillor John Millar.

**Councillor Jonathan McColl in the Chair**

### **DECLARATIONS OF INTEREST**

It was noted that there were no declarations of interest in any of the items of business on the agenda.

### **MINUTES OF PREVIOUS MEETING**

The Minutes of Meeting of the Sub- Committee on Scheme of Delegation held on 6 February 2018 were submitted and approved as a correct record.

### **PROPOSALS TO AMEND THE SCHEME OF DELEGATION TO OFFICERS**

A report was submitted by the Strategic Lead – Regulatory informing the Sub-Committee of responses provided by officers in relation to issues which were highlighted at the last meeting of the Sub-Committee.

After discussion and having heard the Strategic Director of Transformation & Public Service Reform and the Strategic Lead – Regulatory in answer to Members' questions, Councillor McColl, seconded by Bailie Agnew, moved:-

The Sub Committee recommends that Council make the following changes to the scheme of delegation:

Paragraph 1.4 - remove the first sentence or replace with 'All powers are reserved to Council unless otherwise specified in this scheme, standing orders or legislation.'

Paragraph 1.5 - amend to reflect proposed changes to paragraph 1.4 above.

Paragraph 1.10 – add the following wording to the end of the paragraph: 'Council reserves the right to change any non-operational decision taken by officers, with adherence to Standing Orders and paragraph 2.1(iv) of this scheme'.

Paragraph 2.1 (iv) – Change to reflect the wording in Standing Orders, that being, 'Where clarification is required, the Chief Executive, in consultation with the Monitoring Officer and Leader of the Council will determine which matters are operational or otherwise.'

Paragraph 2.2, line 1 - replace the word 'should' with 'will'.

Paragraph 2.2.2 (l) – This paragraph refers to the provisions of s35 of the Local Government (Scotland) Act 1973 and relates to a member ceasing to be a member if for a period of 6 months the member fails to attend a meeting of the Local Authority. Council may approve, in advance, the reason for the non-attendance allowing the member to continue as a member. The wording should be changed to make the purpose of this paragraph clear.

Paragraph 2.3.3 – add the following wording to the end of the paragraph: 'A special meeting may be called for this purpose at the discretion of the Convener' and Council should amend Standing Orders accordingly.

Paragraph 2.5.2 – replace 'Strategic Lead – Regulatory' with 'Chief Legal Officer'.

Paragraph 3.11 – after the words 'subsequent committee' on line 8 of this paragraph, add 'and the Council Leader, Leader of the Opposition and relevant Spokesperson should be informed as soon as practicable'.

Section 4(A), paragraph 21 – replace the word 'defalcation' with 'Business Irregularity Procedure' which is the current terminology used to describe this procedure.

For ease of reference for Council, the report should include a table with the original wording next to the proposed change.

As an amendment Councillor Bollan, seconded by Councillor Mooney, moved:-

The Sub-Committee recommends to Council the changes proposed in the motion by Councillor McColl with exception to the following amendments:-

Paragraph 2.1 (iv) – change 'Chief Executive' to 'the Sub-Committee on the Scheme of Delegation'.



Paragraph 2.3.3 – add the following wording ‘A special meeting may be called for this purpose at the discretion of the Convener’.

Paragraph 4 (A) (18) – change the wording ‘in conjunction with affected employees and trades unions’ to ‘with agreement of the trades unions’.

At the request of Councillor Bollan, the Sub-Committee proceeded by way of a roll call vote.

On a vote being taken, 2 Members, namely Councillors Bollan and Mooney voted for the amendment and 4 Members, namely Provost Hendrie, Bailie Agnew, Councillors McColl and Page voted for the motion which was accordingly declared carried.

After hearing the Strategic Lead - Regulatory, it was noted that a report presenting the Sub-Committee’s recommendations would be submitted to the first full Council meeting after the Recess.

The meeting closed at 12.25 pm



## **WEST DUNBARTONSHIRE COUNCIL**

### **Report by the Strategic Lead for Regeneration**

**Council: 29 August 2018**

**Subject: Glasgow City Region City Deal – Update**

#### **1. Purpose**

- 1.1** To note the progress with the implementation of the Glasgow City Region, City Deal and the Council's City Deal project.

#### **2. Recommendations**

- 2.1** It is recommended that Council:

- i) notes the progress of the Glasgow City Region (GCR) City Deal, and
- ii) notes progress with the Council's project for the Exxon site.

#### **3. Background**

- 3.1** The Glasgow City Region City Deal Infrastructure programme equates to £1.13bn of investment for over 20 projects over a ten year period. These projects are progressing and have reached various stages from Strategic, Outline and Full Business cases stages of approval.
- 3.2** The Outline Business Case (OBC) for the Exxon site project was approved at Council on 22 February 2017 and at the City Region Cabinet on 11 April 2017. Work towards development of a refreshed Outline Business Case is progressing and the development of a Final Business Case is due at the end of December 2019.

#### **4. Main Issues**

- 4.1** A refreshed Outline Business Case will be brought back to Council for consideration in September 2018. The Final Business Case (FBC) for the Council's infrastructure project at the Exxon site is due for completion in December 2019 and is still on-track. The maximum budget available to achieve FBC is £2.948m.

#### **5. Glasgow City Region City Deal Update**

- 5.1** The Glasgow City Region, Chief Executives' Group met on 2 August 2018 and approved the following projects:
- i) Glasgow City Council: Full Business Case for MGSDP- Cardowan Surface Water Management Plan, to invest £5.462m in relation to

Tender Package 2 of the Metropolitan Glasgow Strategic Drainage Partnership (MGSDP) project. The MGSDP project will remove drainage constraints to increase effective land supply and encourage development, reduce annual average damages from flooding and reduce flood risk management investment deficit.

- ii) South Lanarkshire Council- Full Business Case for Hamilton Community Growth Area (CGA) Woodhead Primary School Extension. To invest £4.1m of funding in relation to Element 1 of the CGA, This project delivers a vital component of the Hamilton CGA project – Woodhead PS – required to enable development of a new residential community on the western edge of Hamilton.
- iii) South Lanarkshire Council- Outline Business Case for East Kilbride Community Growth Area. To invest £11.6m of funding to enable development of East Kilbride CGA through provision of off-site road infrastructure, investment in the local education infrastructure, and sustainable transport interventions. The project enables development of 2,600 homes at East Kilbride,
- iv) Glasgow City Council- Augmented OBC for Metropolitan Glasgow Strategic Drainage Partnership (MGSDP). This is an updated OBC previously approved in 2015 to ensure HM Green Book compliance and for an overall investment of £40.16m for flood related projects across a number of City places.
- v) Renfrewshire Council- Augmented OBC for Clyde Waterfront and Renfrew Riverside Project. This is an updated OBC previously approved in December 2016 to ensure HM Green Book compliance and for an overall investment of £90.68m. This investment will result in a new opening bridge in the location of Dock Street, Clydebank, linked to a new road network which links to Dock Street in the north and the new Renfrew North Development Road, to the south. Scottish Government is currently determining the planning application.

Together with Augmented Business Cases for noting:-

- i) South Lanarkshire Council- Augmented OBC for Hamilton Community Growth Area. Updated to ensure HM Green Book compliance.
- ii) South Lanarkshire Council- Augmented OBC for Newton Community Growth Area. Updated to ensure HM Green Book compliance.

## **5.2 European Structural and Investment Funds (ESIF)**

- 5.2.1** An update was provided to the Chief Executives' Group in relation to progressing ESIF towards supporting the City Regional Economic Strategy.

**5.2.2** Scottish Government has called for Phase 2 applications for the ESIF funding which includes the European Social Funding (ESF) and European Regional Development Funding (ERDF). Two Member Authorities have indicated that they will apply for phase 2 funding with the other six Member Authorities, including WDC, opting to submit extension request for Phase 1 funding until December 2022 in line with local priorities and within any match funding constraints.

### **5.3 Glasgow City Region Tourism Strategy (2018-23) and Action Plan (2018-21)**

**5.3.1** The Chief Executives' Group approved the Tourism Strategy and Action Plan that establishes the Tourism offer across the City region until 2023 and it was recommended to be submitted to Cabinet in August 2018 for approval. The Tourism Strategy and Action Plan are for noting and can be found in the appendices.

**5.3.2** The Tourism and Destination Marketing portfolio Group is led by Inverclyde Council and includes representation from the City Region local authorities; Scottish Enterprise; Skills Development Scotland; Visit Scotland and the Scottish Tourism Alliance, the industry leadership body for tourism.

### **5.4 Finance Group Update**

**5.4.1** The revised Assurance Framework is being finalised and is planned to be brought to the August 2018 Cabinet meeting, along with revised Business Case guidance to meet the Governments' expectations.

### **5.5 Labour Market Working Group (LMG) Update**

**5.5.1** An extension to the City Deal Working Matters programme has been agreed until the end of March 2019. The focus of support in the final phase will be one to one mentoring support with the emphasis on Stage 4 and Stage 5 of the Strategic Skills Pipeline i.e. Employer Engagement, Job Brokerage and In Work Support. This will include support with personal presentation, sector specific training and accredited certification, access to Flexible Option employability project and employer engagement.

**5.5.2** During the final phase of the City Deal Working Matters programme, no new referrals will be made by Department of Work and Pensions (DWP), therefore support will be provided to existing clients and those that can be re-engaged on the programme.

**5.5.3** Discussions are ongoing to secure additional funding until the end of March 2019 for the continued provision of psychological interventions barrier removal support.

**5.5.4** West Dunbartonshire Council has submitted its proposal for a Phase 2 extension to its European Social Fund (ESF) employability programmes.

Working Matters clients will be able to access this support beyond March 2019 which will enable them to continue on their employability journey.

## **5.6 Housing and Equalities group update**

**5.6.1** West Dunbartonshire Council Leads on the Housing and Equalities Portfolio for the City Region. The group met on 3 July 2018 and noted that work was now underway in refreshing the housing needs demand assessments for the various Council areas in the City region. A summary of that process and outcomes will be prepared and presented to the next meeting of the Housing portfolio group to inform the development of the City Region action plan.

**5.6.2** A presentation on the work of the portfolio group and the City Region Housing Portfolio Strategy will be prepared for presentation by WDC Council Leader at a future meeting of the City Deal Cabinet.

## **6. West Dunbartonshire Council City Deal Project**

**6.1** There has been no significant development since the last report to Council on 31 May 2018. The development of a refreshed OBC will continue throughout the summer of 2018 and brought back to Council for consideration at September 2018 meeting, and if approved subsequently to the Chief Executive Group of the GCR for approval.

**6.2** Site investigative studies and the negotiations with Exxon regarding a site transfer settlement position are continuing. The Council met Exxon representatives on the 28 June 2018 to commence commercial negotiations. This meeting was regarded as a positive start to the negotiation process; however this process will take some time to realise. The negotiated position will be reported to the Council for full consideration.

## **7. People Implications**

**7.1** There are a number of senior officers involved in the City Deal initiative across services of the Council and as part of the project board.

## **8. Financial Implications**

**8.1** It is anticipated that the expenditure for 2018/19 will be £0.760m. As at 31 May 2018 the total project Capital expenditure was £1.477m.

**8.2** The OBC approved budget expenditure for the City Deal Exxon project totals £2.948 over periods 2017/18 and 2018/19.

## **9. Risk Analysis**

**9.1** There are a number of project risks associated with the development at the Exxon site contained as part of the Outline Business Case. These are being

developed as the project moves forward and will form part of a refreshed OBC.

## **10. Equalities Impact Assessment**

- 10.1** An updated Equalities Impact Assessment will form part of the refreshed Outline Business Case.

## **11. Consultation**

- 11.1** Consultation with all key stakeholders is progressing as we continue to work towards the Full Business Case.

## **12. Strategic Assessment**

- 12.1** At its meeting on 25 October 2017, the Council agreed that one of its main strategic priorities for 2017 - 2022 is:

- A Strong local economy and improved employment opportunities

- 12.2** The proposals within this report are specifically designed to deliver on this priority.

**Jim McAloon**  
**Strategic Lead, Regeneration**  
**Date: 3 August 2018**

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<b>Person to Contact:</b>	Michael McGuinness- Manager, Economic Development. Telephone: 01389 737415 e-mail: <a href="mailto:michael.mcguinness@west-dunbarton.gov.uk">michael.mcguinness@west-dunbarton.gov.uk</a>
<b>Appendices:</b>	Appendix 1- City Region Tourism Strategy (2018-2023) Appendix 2- City Region Tourism Action Plan (2018-2021)
<b>Background Report:</b>	Nil
<b>Background Papers:</b>	Glasgow City Region City Deal – Council updates on the following dates: 27 June 2018, 31 May 2018, 5 March 2018, 20 December 2017, 25 October 2017, 30 August 2017, 28 June 2017, 26 April 2017, 22 February 2017, 21 December 2016, 26 October 2016, 31 August 2016, 29 June 2016, 27 April 2016, 24 February 2016, 16 December 2015, 25 August 2015.
<b>Wards Affected:</b>	All





# TOURISM STRATEGY

2018 - 2023



Tourism and destination marketing portfolio

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## FOREWORD

The Glasgow City Region is an area of contrasts and opportunity for visitors.

Our strong heritage is there to see in our locations, in our buildings and in our landscapes. Each of the areas that make up the region have a unique story to tell.

This tourism strategy aims to bring together the eight city region partners to highlight the breadth of the tourism and visitor offer and to set out the joint approach we intend to take in sharing our stories with visitors from across the world.

The city region collaboration across the councils and our partners was born from the Glasgow City Region City Deal which is delivering £1bn of infrastructure investments.

Every project aims to improve our area by making significant infrastructure improvements, investing in skills and delivering jobs.

In my own local area, Inverclyde, on the banks of the river we are excited to be delivering a new Greenock Ocean Terminal.

As one of the only infrastructure projects which can be described as directly related to tourism and visitors to our area, the Greenock Ocean Terminal project aims to secure future growth in visitors coming to Greenock through the cruise market.

Through this strategy and its associated action plan, the partners commit to working collaboratively in a range of areas including promoting our area as an attractive location to more day visitors, UK leisure tourists, study visitors as well as identifying and targetting emerging markets

The overall aim is an ambitious one: to attract an additional 1 million tourists to the city region by 2023.

While each of the council areas will work towards the delivery of the action plan, a clear recognition is set out that our visitors do not recognise the boundaries we operate under.

Only by working together as equal partners with a clear goal can we maintain our unique identities, but work towards that wider goal of delivering more visitors to the city region and Scotland.

I commend this Glasgow City Region tourism strategy to you and would like to thank the public and private agencies and range of partners who have brought it to fruition and have committed to work together to deliver it.

**COUNCILLOR STEPHEN MCCABE**  
**LEADER OF INVERCLYDE COUNCIL, and**  
**GLASGOW CITY REGION PORTFOLIO LEAD FOR TOURISM AND DESTINATION MARKETING**



### **Cruise ships in Inverclyde**

As part of the Glasgow City Region City Deal, Inverclyde Council and Peel Ports are delivering a joint venture aimed at increasing the number of cruise ship visitors to Scotland. The project will create a new purpose built Greenock Ocean Terminal berth and visitor centre.



## The West Highland Way East Dunbartonshire

The West Highland Way starts in Milngavie town centre in East Dunbartonshire and stretches 96 miles (154 km) to Fort William in Argyll.

The route takes walkers and cyclists past a huge variety of the stunning Scottish landscape. The West Highland Way weaves through historic Mugdock Country Park, along the shores of the world famous Loch Lomond and Trossachs National Park, across open moorland and up into rugged mountain landscapes.



## INTRODUCTION

The Glasgow City Region (GCR) is a collaboration of the eight local authorities of: East Dunbartonshire; East Renfrewshire; Glasgow City; Inverclyde; North Lanarkshire; Renfrewshire; South Lanarkshire and West Dunbartonshire councils.

The city region economic strategy (2017-2035) takes a long term outlook and is supported by a short term three year action plan.

The 2035 Vision is:

*'A strong, inclusive, competitive and outward-looking economy, sustaining growth and prosperity with every person and business reaching their full potential'*

The economic strategy identifies 11 objectives to support this vision:

- Attract and retain talent and enterprises relocating to Glasgow City Region
- Improve economic outcomes for all through addressing long standing barriers in the labour market such as skills and health, both for those who are currently out of work and those on low incomes
- Create a skills and employment system that meets the current and future needs of Glasgow City Region businesses and supports our residents to access jobs and progression opportunities
- Grow the presence of Scotland's growth sectors in the city region so that we increase the total number of Glasgow City Region's businesses and employees who work in these sectors
- Significantly improve the productivity of Glasgow City Region's diverse business base through increased investment, innovation and exporting
- Increase the number of sustainable and high growth start-ups surviving beyond five years
- Grow Glasgow City Region supply chain activity whose growth underpins the success of Glasgow City Region sectors
- Building on the city deal bring forward in parallel strategic programmes, projects and associated investment that maximise the value of the deal

- Maximise the potential of the key Glasgow City Region economic assets
- Actively promote Glasgow City Region globally, with a focus on international investment opportunities
- Increase the number of housing and commercial completions and decrease the amount of derelict and vacant land

A number of these objectives influence the tourism agenda and are supported by the following actions within the Glasgow City Region economic action plan.

**Ref. 4.2** We will provide specialised support to develop and grow the city region's food and drink sector

**Ref. 4.3** We will attract an additional 1 million tourists to the city region by 2023

**Ref. 4.4** We will develop a shared tourism offer throughout the city region. This will be founded upon a joint tourism and destination marketing strategy developed in conjunction with VisitScotland and VisitBritain.

**Ref. 4.5** We will establish a regional events and festivals forum to maximise the economic benefits they can bring across the city region. This would co-ordinate a regional approach to securing events and festivals and consider the regional expansion of existing festivals

To support delivery of the single, shared vision a 'distributive leadership' model allocates each of the eight local authorities' responsibility for a portfolio, with Inverclyde Council leading on tourism and destination marketing. The portfolio group, comprised of public and private partners, have developed this Glasgow City Region tourism strategy and will drive forward the activities detailed in its accompanying action plan.

Many of the actions are inter-connected therefore the tourism portfolio group will work in liaison with the enterprise; inward investment; skills and employment; transport and connectivity and infrastructure and assets portfolios to maximise impact.



## Whitelee windfarm East Renfrewshire

Whitelee is the the UKs largest onshore windfarm.

It is also home to the unique Whitelee windfarm visitor centre, offering a hands-on interactive experience bringing renewable energy to life.



## POLICY CONTEXT

The strategy sits within the context of the Glasgow City Region economic strategy 2017 – 2035 and is aligned to Scotland’s economic strategy (March 2015) the Scottish Government’s agenda for cities (Reviewed January 2016) and ‘Tourism Scotland 2020’.

Tourism Scotland 2020 is the national industry strategy for tourism and sets the ambition to grow the value of visitor spend to at least £5.5bn per annum by 2020.

The strategy is built around a strong focus on those markets that offer Scotland the greatest growth potential and highlights those assets or strengths in our visitor offering which appeal strongly to our customers, both current and in the future in those growth markets.

Scotland boasts world class assets in our natural environment, in our heritage and culture, in our music and events offering, with many of these coming together to create a strong destination offer alongside high quality accommodation, food and drink and entertainment. We also host a wide range of local, national and international events and festivals and feature strongly on the global meetings, conferences and exhibitions stage.

The commitment of Glasgow City Region partners to work together at a regional level, and with national agencies, provides a strong platform for the city, the region and Scotland to benefit from Glasgow’s strengths as an attractor for visitors coupled with the richness of the wider regional offering. This will help to spread the valuable economic contribution from tourism beyond the city, and importantly, to manage visitor flows at peak times throughout the year.

The city deal provides investment to further enhance key aspects of the visitor journey within the region. Key projects such as the redevelopment of the ocean terminal facility in Greenock for cruise ships and the Glasgow Airport access project will aim to attract an increase in visitors. Alongside a new Glasgow City Region tourism strategy and action plan, we are well placed to attract new visitors and to increase visitor spend and business turnover.

This will support the creation of thousands of new jobs and help lever in significant private sector investment, benefiting both our communities and our visitors. We will strive to make tourism in the city region inclusive and available to all.

Glasgow City Region offers day, overnight, study, leisure, and business visitors a rich and diverse product, and is a sector which provides a significant element in the ongoing economic vitality of the city region. With the city at its vibrant heart, we are fortunate to have a wide range of products on offer from the UNESCO World Heritage Site in New Lanark in the south of the region and the Antonine Wall World Heritage Site in the north of the region, to the stunning Loch Lomond and Trossachs National Park in the north of the region.

The city region is a destination which visitors strongly associate with culture, heritage, the arts, nature, shopping, events, sport, leisure and festivals, and as a year round destination.

The tourism strategy seeks to provide a coordinated approach to enhance the aims of eight member authorities’ economic and tourism plans within the Glasgow City Region , through growth in day, leisure and business visitors. Our strategy provides a structure for joint contributions of private and public sector organisations to engage the wider tourism community in an integrated and agile way. It will prioritise coordinated tourism support, the alignment of marketing endeavours and the annual monitoring of our markets, priorities and enablers.

To maximise our reach and engagement with consumers, collaboration between VisitScotland and VisitBritain will be bolstered to increase the visibility of the Glasgow City Region as a gateway to Scotland, and in turn, the wider Scotland tourism offer recognising the importance of entry to the area by land, sea and air.

We will work with Partners including Scottish Enterprise and VisitScotland to ensure that we develop a robust, reliable set of indicators which measure the added value our collaboration yields.



## VISION

*A strong, inclusive, competitive and outward-looking tourism sector, which delivers high quality, value for money and memorable visitor experiences, delivered by skilled and passionate people.*

## TARGET

*To attract an additional 1 million tourists to the city region by 2023.*

### SSE Hydro Glasgow

The SSE Hydro is part of the SEC (Scottish Event Campus) which includes the Armadillo and conference centre.

The SSE Hydro plays host to national and international music megastars as well as global entertainment and sporting events attracting an audience of more than a million visitors each year.

The venue is consistently ranked in the top ten arenas globally, alongside iconic venues like Madison Square Garden and The O2.





## Gourrock outdoor pool Inverclyde

Sitting on the banks of the river Clyde, Gourrock outdoor pool is a salt water pool, heated to 29 °C. with spectacular views of the Clyde estuary.

Starlight swims during the summer offer visitors the chance to swim beneath the stars.

It is an ideal location to relax and spot the marine life on the river and the many cruise ships which bring over 120,000 passengers to Scotland at nearby Greenock Ocean Terminal.

# OUR MARKETS

The City of Glasgow is by far the most significant tourism centre in the city region.

The tourism portfolio group agreed that identification of the key markets would be guided by those identified in the Glasgow City visitor strategy.

The other regional partners would seek to work with Glasgow City to capitalise on the city's marketing plans for the rest of the region and using these opportunities to complement and inform their own destination marketing activities.

## UK leisure tourists

Our largest partner, Glasgow City Council, has completed customer segmentation research of the UK holiday and short break market to build a detailed understanding of the most appropriate audiences to target.

Based on attitudes and interests reflective of Glasgow's assets, they have identified four key market segments. City Region partners have agreed to support Glasgow's marketing activities, to work collaboratively to draw tourists out of Glasgow to experience the wider city region tourism offer.

Our key segments are predominantly found in Scotland, the North of England and Northern Ireland because of their proximity to the Glasgow City Region.

London is also important because of the large numbers of people seeking culturally motivated city breaks and the improved connectivity to Glasgow by rail and air.

## European short breaks, long haul markets and emerging markets

International tourists are important because of their propensity to spend in the city.

In 2013, 26% of tourist trips and 38% of tourism spend in Glasgow was from international markets. Analysis undertaken has identified the city's priority international leisure tourism markets as: USA, Germany, Canada, France and Australia. Strategic marketing communications activity will continue to build on opportunities from these key territories.

The Netherlands, Spain, Scandinavia and Eastern European countries with an affinity with Glasgow have also been identified as markets with potential for growth.

Partners will work together, to prioritise building and nurturing relationships with a portfolio of carriers, travel intermediaries and media partners to reach our target audiences.

The emerging economies of China and India offer significant long-term potential and promotion of leisure tourism will sit together with inward investment, higher and further education and trade development initiatives.

## Visiting friends and relatives

In 2015 (based on a three year annual average from 2013 to 2015) visiting friends and relatives (VFR) from domestic overnight visitors to Glasgow City Region accounted for 37% of trips and 25% of expenditure. 40% of international inbound visitors to Glasgow City Region visited for VFR purposes accounting for 36% of expenditure. Raising the profile of Glasgow with those with a connection to the city and amongst Scottish diaspora, presents an opportunity to contribute to our targets. Improved connectivity with the rest of UK and the expansion of existing and new routes from North America, Australia and Eastern Europe will drive further demand.



## Strathclyde Country Park North Lanarkshire

Strathclyde Country Park is an iconic country park which lies in 400 hectares of countryside in the valley of the River Clyde.

Set within beautiful surroundings the park is one of the most popular family attractions in the central belt of Scotland, with thousands of visitors coming each year to the park to enjoy the vast range of activities and events on offer.



### Day visitors

Using a three-year average from 2014-2016, the number of tourism day visits to Glasgow City Region generated an average spend of £1,253 million per annum.

The average distance of travel for day visitors is forty-five miles but the majority, some 16 million visits, involved a trip of over three hours, the largest proportion within three to four hours travel time .

Day visits to the City Region are more likely to involve visiting friends and relatives, shopping, visiting attractions, going for something to eat or drink in a restaurant or café, socialising in a pub or club and attending an event.

The scale of this opportunity is recognised in this plan, as leisure day visitors remain an important year round, repeat market for the city region. We will continue to inspire, engage and provide experiences that encourage day visitors to return more often, stay longer and spend more on the diverse range of products available within the region.

### Study visitors

The growth of UK and International students is a priority for our world-class universities and colleges.

Through an innovative cross-sector approach, we will showcase our vibrant city, unique education institutions and high quality of life.

This will be achieved by further developing compelling reasons to study and visit.

The growth in study visits also presents further opportunity for the visiting friends and relatives market.



## Paisley Abbey Renfrewshire

Paisley Abbey was founded in 1245, when the former priory was raised to the status of an Abbey, answerable only to the pope in Rome. William Wallace was educated by the monks of Paisley Abbey and it is often described as the 'cradle of the house of Stuart' as King Robert II of Scotland, the first of the Stewart monarchs, was born in the Abbey.



# THE CITY REGION'S ASSETS: OUR STRENGTHS

## Cultural tourism

Our built and social heritage and cultural and creative credentials are globally renowned and this strategy is our opportunity to amplify the regions story. These include contemporary art, music, architecture, museums and collections and textiles as well as two World Heritage sites.

The Glasgow City Region is a culturally well-developed destination and will continue to invest in its assets. Over and above this, we will align, programme and communicate our proposition with target markets using anniversaries and landmark events. We will amplify our cultural products that best fit our target markets, providing imaginative and creative programming and curation of collections, exhibitions, events and festivals.

## Events and festivals

There are a range of unique, world class sporting and cultural venues across the city region. For example, open water swimming, rowing, mountain biking and golf events help to create a compelling proposition. Support for facilities to strengthen their own capabilities to deliver world-class events is key to our objectives. We will establish a city region events and festivals forum to bring together inclusive and accessible events programmes across the city region to maximise impact and drive more visitors, showcasing the wide range of events available, avoiding regional duplications. The legacy of Glasgow 2014 Commonwealth Games and its cultural programme will provide future opportunities to showcase the city on the global stage, including major events of scale such as the inaugural European Championships in 2018 and UEFA Euro 2020.

## Business events

Glasgow delivers for Scotland in business events boasting fantastic venues and a recognised ability to deliver a quality of event experience which more than meets client needs. The SSE Hydro is repeatedly in the top four busiest ticketed venues globally, whilst Glasgow Convention Bureau has just been awarded the accolade of The UK's best convention bureau for the 12th consecutive year which is recognition of the outstanding team which the region has bidding for, and delivering, future business events. The range of venues across the city region strengthens

and broadens our appeal as a destination in an increasingly competitive global marketplace. Continued investment in our signature venues will be key to protecting the city region's and Scotland's competitive position and the many jobs supported by the sector.

Increasingly the potential of business events to deliver more than tourism benefits is being recognised with a greater focus on supporting growth in key sectors. Through the likes of the city's ambassador programme, we will build on our business tourism credentials, grow our calendar of UK and international conferences and encourage the wider region to capitalise on the opportunities, such as business extenders, packaging experiences and incentives.

## Outdoor activities

The city region offers a range of outdoor activities which appeal to tourists, day visitors and locals alike. These include walking the John Muir Way, cycling at Cathkin Braes, wildlife watching at New Lanark, horse riding or sailing on the Clyde. These activities complement the more urban, city experiences providing opportunities for visitors to get out of the city and also to extend their stays.

## Touring

For many visitors touring a region by bus, car, bike or even boat is the perfect way to explore. Partners will work together to highlight the range of experiences available across the city region and develop ways to make this exploration easier for visitors, whether they have arrived off a cruise ship, are based in Glasgow or are visiting the region on a day trip.

## Food and drink

Glasgow City Region has a vibrant and award winning eating and drinking scene, with food and drink available to suit all tastes and pockets. The city region's food and drink is about experience and authenticity. This is underpinned by the clever use of Scotland's exceptional natural larder. We will provide support and advice to businesses with the goal of improving the quality and sustainability of the tourism sector.



## Chatelherault Country Park South Lanarkshire

Chatelherault Country Park, is a five star visitor attraction set in 500 acres of countryside and woodland and over ten miles of routed pathways.

It features an adventure play ground, picnic facilities and is home to a listed 18th century hunting lodge boasting breathtaking views across the central belt, Campsie Hills and Ben Lomond.



# IMPROVING THE CUSTOMER JOURNEY

## Customer experience

How tourists and visitors experience our region must be personalised and memorable. Building on our friendly reputation we will continue to invest in service excellence training and development, such as the 'Welcomes' programmes and to encourage businesses and facilities to be open to all, through continued promotion of accessibility programmes and schemes. Increased use of digital technologies and social media channels, e-commerce and e-ticketing will also enhance the customer experience during a visit. It is therefore important that we work closely with the Enterprise and Skills & Employment Portfolios to ensure businesses have the skills to provide those digital products and services.

## Transport connectivity

To compete effectively, the city region has to ensure that it is more easily accessible by air, rail, road and sea. As tourism and visitor numbers grow, demands on the region's transport infrastructure will increase. To respond to the different needs of our customers, an efficient, integrated and sustainable transport network is required to provide the quickest and most direct routes to, and in and around the city region and we will liaise closely with the transport and connectivity portfolio. Along with our existing transport nodes we aspire for the city region to provide a tourism gateway to Scotland.

The priorities for air route development will be the expansion of existing and new direct routes from major European cities. Driving demand in established North American services from the United States and Canada is also prioritised and will benefit from integrated marketing communications support. Indirect connectivity with major hubs will also grow inbound leisure tourism from Australia and emerging markets.

Visitors to the city region can now enjoy uninterrupted motorway transport between Glasgow and Edinburgh for the first time and ongoing investment in rail infrastructure will improve the transport system.

## Digital connectivity

Investment in superfast broadband is critical for the visitor experience. Improved digital connectivity is central to the city region's economic growth and we are progressing measures to vastly enhance current digital connectivity to ensure a world class digital network delivering faster speeds and superior reliability.

Coupled with the benefits that will emerge from smart city technologies, this will ensure visitors and tourists have reliable access to information and services.

It will do this by providing an extensive fibre network that allows quicker and more reliable access to cloud-based services and enables fixed and wireless networks to work together to deliver all of the future 5G benefits. This network will also enable benefits generation from the future roll-out of the so-called 'internet of things' (IoT) technologies.

Digital connectivity will help spread economic benefits and growth of the city region tourism offer by providing an interactive customer experience as well as enhancing the engagement of visitors and tourists.



# ENABLING TOURISM TO GROW

## Leadership and partnerships

Tourism is an industry, delivered largely to visitors by the private sector and supported by many publicly funded facilities, services and organisations.

If the strategy is to be effectively implemented and successfully delivered then strong and valued partnerships between public, private and third sectors are essential.

Greater involvement of the private sector is essential if we are to increase jobs and growth. These partnerships should be used and, where appropriate, build on existing groups and networks and should be task oriented.

There is a need to ensure that industry is engaged in the development and delivery of this strategy.

Recognising that many aspects of the strategy will be delivered by the public sector, there is a commitment to develop effective structures to ensure successful industry engagement and participation.

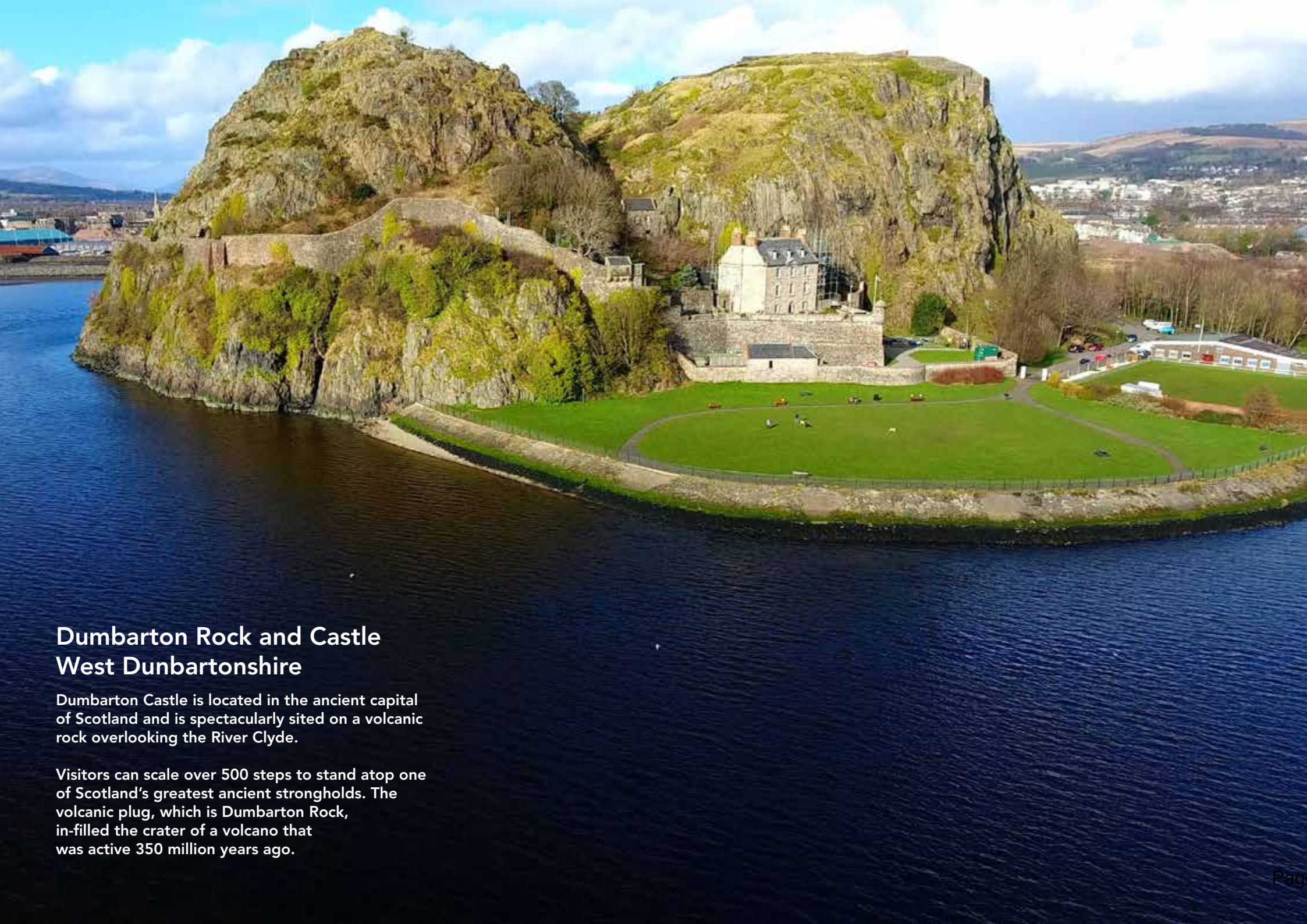
We will do this by working closely with the national industry leadership group through the Scottish Tourism Alliance and local industry partnerships.

## Jobs and skills

Tourism is a people industry and therefore a focus on jobs and skills is essential to the success of tourism in the region. We need to not only focus on attracting talent into the industry but also on retaining these people and support them through a career in this sector. Tourism can provide rewarding jobs and careers for young and old alike offering opportunities straight from school to those looking for a second career.

Working with the skills and employment portfolio group and through the regional and national skills investment plan we will:

- work with industry partners to align skills and employment opportunities to meet demands
- work collaboratively with skills agencies and partners to deliver a comprehensive pipeline of skills and training from school to degree level qualifications
- work with employers to invest in skills for people already in the industry to support sustainability and enable greater economic growth
- work collaboratively with industry partners to make work pay through Fair Work practices
- establish a city region approach to supporting employers and increasing diversity in the workplace
- work collaboratively with universities, colleges, government and businesses in the sector to retain graduates and ensure that post-study work visa policies allow us to retain talent and grow our regional economy
- establish a regional offer to employers in the sector and a single point of contact to make it as easy as possible for employers to access appropriate support regardless of their location
- work with schools and other agencies to increase awareness of opportunities and to raise perceptions of the industry.



## Dumbarton Rock and Castle West Dunbartonshire

Dumbarton Castle is located in the ancient capital of Scotland and is spectacularly sited on a volcanic rock overlooking the River Clyde.

Visitors can scale over 500 steps to stand atop one of Scotland's greatest ancient strongholds. The volcanic plug, which is Dumbarton Rock, in-filled the crater of a volcano that was active 350 million years ago.





## World Heritage Site: New Lanark

New Lanark World Heritage Site is a unique 18th century mill village sitting alongside the picturesque River Clyde, less than one hour from Glasgow and Edinburgh.

Visitors can see recreated millworkers’ houses, historic working machinery and the nearby ‘Falls of Clyde’ waterfalls.

There’s a Mill Shop selling locally made textiles and produce and the 4-star New Lanark Mill Hotel.

## Destination marketing

Glasgow City Region, the place, our people and assets provide a platform for tailored marketing communications to our target markets. Technology is transforming consumer behaviour and our customers are transforming our marketplace. There is little point in marketing everything to everyone. We will market specific assets that are relevant to specific markets.

## Infrastructure and investment

Working with the Infrastructure and assets portfolio group, we will support public and private sectors to maintain targeted capital investment and delivery in support of this plan. However, we must also influence our policies, strategies and plans to represent and respond to the needs of tourists and visitors and enhance their experience.

Demand for hotel accommodation has reached record levels and is forecast to grow. If the city region is to deliver one million additional tourists by 2023, further supply is absolutely essential to achieve our ambition.

The city has a pipeline of developments with a projected 1,500 hotel bedrooms, however the city alone requires 2,500 rooms to meet increased demand from current, and projected, leisure and business tourism markets. Opportunity exists for all of the city regions member authorities to contribute to addressing this issue. Planned developments include investment in the road network; extending the Greenock Ocean Terminal cruise ship visitor welcome and the proposed Glasgow Airport access project. Examples of other major investments include The Burrell renaissance; Kelvin Hall sports venue and expansion of the Scottish Event Campus (SEC).

In response to constrained supply and increasing consumer demand, we will support the sharing economy and the diversification and growth of short-term accommodation provision that appeals to customers seeking authentic experiences in vibrant neighbourhoods across the city and the city region.

## Data and Insights

Sharing of data and insights has the potential to help identify new opportunities. Evolving digital technologies will influence consumer behaviours and impact the Glasgow City Region experience.

Our development, investment and marketing decisions must be knowledge driven. Partners and businesses across the city are committed to the collection and sharing of data so we have market insights to inspire and inform consumers, enhance productivity and improve the customer journey.

In particular, we will use the expertise and opportunities presented by the Glasgow City Region intelligence hub, future City Glasgow demonstrator, digital Glasgow strategy and digital tourism Scotland which collectively set out how businesses can engage, participate, collaborate and shape how our digital economy can help to deliver growth.

To enable this we will set up a new data and insights group to collect, analyse and share more effectively. This group will leverage big data knowledge and best practice from our universities and industry that will provide actionable insight.

To deliver service excellence to our tourists and visitors, we must ensure we all have detailed product knowledge and information for our priority assets therefore we will support businesses to best utilise such data. Furthermore, new product or service developments that enhances city experiences will be supported with targeted investment.



## World Heritage Site: The Antonine Wall

Running for 37 miles (60km) from Old Kilpatrick in the west to near Bo'ness in the east, the Antonine Wall cuts across the central belt of Scotland. Built on the orders of Emperor Antoninus Pius around 143 AD and abandoned around 165AD shortly after his death when the Roman troupes re-occupied Hadrian's Wall. The Wall offers something for everyone, whether you are a fan of visiting Roman remains, a keen walker or cyclist, there are a range of scenic spots and pathways to visit and visitors can enjoy scenic views of the Kilpatrick and Campsie Hills and the Kelvin Valley.



## OUR DELIVERY MODEL

**This strategy is aligned with the individual tourism strategies of the member authorities and to tourism Scotland 2020. It seeks to act as an enabler across the city region and is heavily reliant on a number of supporting strategies both at a regional and local level.**

The city region and industry work well together and are effective at mobilising strategic partnership working and collaboration.

The new delivery model should be agile and dynamic. To connect more organisations and businesses with the priorities of this strategy, we are putting in place a structure that promotes industry action, with support from public partners.

Our new strategy provides an opportunity to cement the role of the new Tourism and Destination Marketing Portfolio Group to promote strategic level collaboration in the delivery of the plan. It will meet four times a year, oversee the strategy and drive progress and monitoring.

Glasgow City Region member authorities have their respective strategies, plans or website information providing their detailed tourism offering.

### East Dunbartonshire Council

<https://www.eastdunbarton.gov.uk/residents/planning-and-building-standards/planning-policy/economic-development/economic-development>

### East Renfrewshire Council

<http://www.eastrenfrewshire.gov.uk/daysout>

### Glasgow City Council

<http://www.glasgowcitymarketing.com/tourism-and-visitor-plan/>

### Inverclyde Council

<https://www.inverclyde.gov.uk/tourism-and-visitor-attractions/strategy-for-tourism-development>

### North Lanarkshire Council

<https://www.visitlanarkshire.com/media/3970/ltap-2020.pdf>

### Renfrewshire Council

<https://paisley.is/>

### South Lanarkshire Council

<https://www.visitlanarkshire.com/media/3970/ltap-2020.pdf>

### West Dunbartonshire Council

<http://www.west-dunbarton.gov.uk/leisure-parks-events/tourism-and-visitor attractions/>



[www.glasgowcityregion.co.uk](http://www.glasgowcityregion.co.uk)

@GlasgowCityDeal

# TOURISM STRATEGY

Action plan (2018 – 2021)



Tourism and destination marketing portfolio

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Launch of strategy

Action	Description	Lead / Partners	By When
Launch of strategy	Strategy to be launched at both City Region and individual Local Authority level	All	September 2018

Key Markets

Action	Description	Lead / Partners	By When
Within the 'Key Markets' Section.	Further initial work to be undertaken to bring together the market profiles across the City Region, better understand how visitors move around the region and highlight markets where growth can be secured. There will be ongoing activity to support this work.	Intelligence Hub	September 2018

ASSETS (Cultural Tourism)

Action	Description	Lead / Partners	By When
Establish a City Region Culture Group to promote and maximise existing cultural assets.	Undertake mapping exercise of offering to identify and inform work. Identify themes that allow cross-boundary activities.	Renfrewshire Council and Intelligence Hub	By March 2019
Undertake cultural mapping exercise.	Define the audience and potential market spread to gain greater knowledge of the City Region offer.  Identify themes and opportunities for cross-boundary activities and collaborative working.	Intelligence Hub to undertake cultural mapping exercise	
Maximise opportunities via The Year of Scotland's Stories 2022.	Themed Years encourage industry to think in new ways and take more innovative approaches. We will tap into new audiences and inspire visitors to see the City Region in a new way.	VisitScotland	January 2021



ASSETS (Business events)

Action	Description	Lead / Partners	By When
Portfolio Group to work with Glasgow Convention Bureau to identify ways for the City Region to more effectively work with business events held in the city. Business Events Workshop to be organised.	Include City Region offer to extend stay during Conferences; Exchanges; Meetings.	Glasgow Convention Bureau	By end June 2018
Work collaboratively with principal venues and through expansion of SEC, to bid for large scale Conventions and maximise the number of business events.	Encourage more businesses to engage with Convention Bureau.	Glasgow Convention Bureau	Ongoing

4



ASSETS (Events and festivals)

Action	Description	Lead / Partners	By When
<b>Establish a Regional Events and Festivals Forum to:</b> <ul style="list-style-type: none"><li>• Glasgow Life Events to chair twice yearly meetings.</li><li>• Map and co-ordinate a programme of events which develops and engages new and existing audiences; drives more visitors and offers capacity to drive additional tourists, showcasing the wider city region event offer.</li><li>• Develop a Communication Plan for engaging residents and businesses affected by events i.e. noise levels; road closures; restricted parking. Include awareness raising for taxi drivers.</li><li>• Through the partnership approach of the Regional Events and Festivals Forum, events will share best practice across the sector, supporting the development of a regional events programme to improve sustainability and ensure they are part of the wider city region proposition.</li></ul>	Establish terms of reference, expected outcomes of the Forum and target events specific to each local authority but which have potential City Region cross-over.	Glasgow Life)	September 2018 and bi-annually thereafter
	Production of an annual Calendar of all City Region Events over next 5 years and to include reference to Event Scotland's Inclusive and Accessible Events Guide.	Inverclyde Council	By September 2018
	Event planners will engage with residents and businesses affected by events to support the customer and visitor experience.	Inverclyde Council	By December 2018
	Sustain, develop and promote the City Region's profile as one of the foremost Events destinations.	All	Ongoing

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### ASSETS (Outdoor activities)

Action	Description	Lead / Partners	By When
Establish City Region Outdoor Activities Group to promote and maximise Outdoor Activities.	Undertake mapping exercise of offering. Identify themes that allow cross-boundary activities.  Define the audience and market.	East Dunbartonshire Council	By March 2019
Maximise opportunities via The Year of Scotland's Coast and Waters 2020	Themed Years encourage the industry to think in new ways and take more innovative approaches. We will tap into new audiences and inspire visitors to see the City Region in a new way.	Inverclyde Council	January 2019

### CUSTOMER JOURNEY (Service excellence)

Action	Description	Lead / Partners	By When
Raise the profile of the Food and Drink Sector through 'Taste our Best' and the new Scotland Food and Drink Tourism Strategy to attract more customers and improve business sales.	VisitScotland's accreditation scheme recognises and celebrates businesses who provide locally sourced, quality food and drink.	VisitScotland	Ongoing
Engage with Glasgow Welcomes Ltd.	Explore opportunities for a 'City Region Welcomes' initiative.	Glasgow Life	By September 2018
Encourage wide uptake of regional 'Welcomes' schemes to ensure high levels of customer service.	Partners to encourage greater take-up of national initiatives / available learning and development opportunities.	All Partners	By December 2018

Continue to support adoption of accessibility schemes by tourism sector.	Adopt EventScotland's Inclusive and Accessible Events Guide.	All Partners	Ongoing
Utilise business leaders to promote service excellence.	Promote case studies / videos via Websites and Social Media.	All Partners	By December 2018

### CUSTOMER JOURNEY (Transport connectivity)

Action	Description	Lead / Partners	By When
Work closely with Transport and Connectivity Portfolio Group to ensure the tourism transport needs are included in plans.	Strategy and Action Plan to be shared with relevant Portfolios	City Region Team	By 3 May 2018 and ongoing dialogue
Liaison with SPT; Abellio and Transport Operators to improve connectivity with easy, accessible connections and SMART ticketing.	Discuss with Transport and Connectivity Portfolio Group.  Encourage Transport Operators to put Tourism on their agenda and engage them in Tourism Portfolio Group.	Inverclyde Council	By December 2018
City Deal project aspires to double the number of visitors to the region from cruise ship visitors.	The industry hopes to continue to benefit from the weak pound, which will attract overseas visitors and, indeed, the domestic market, as the UK continues its 'staycation nation' status.	Inverclyde Council	Annually to 2020
We will support Glasgow Airport to bid for new routes, both from a marketing and inward investment perspective and linked to target markets such as North America, Germany, France.	Ensure Strategy and Action Plan is shared with Inward Investment and Enterprise Portfolios.	Glasgow Life	By December 2018 and ongoing dialogue

ENABLING TOURISM TO GROW (Leadership and collaboration)

Action	Description	Lead / Partners	By When
Greater involvement of private sector to support increase in jobs and growth and engage with local Industry Stakeholder Groups; Chairs of Associations of Hotels, Restaurants etc.	Work with Industry Leaders via the Scottish Tourism Alliance.	Scottish Tourism Alliance	By December 2018
Establish a City Region Tourism Leadership Group drawn from local Tourism Groups and Council Tourism Lead Officers. Local tourism leaders are invited to attend events and festivals forum sub and portfolio groups annually.	This group will act as a ‘sounding board’ for the Tourism Strategy. Each LA to share the strategy with their local tourism groups for endorsement and establish if they would be interested in participating in a City Region Tourism group.	All City Region Local Authorities	By end September 2018
Establish a Task and Finish Working Group to plan and co-ordinate a City Region Tourism Conference in 2019/2020.	Tourism is a huge resource across the City Region. A City Region Conference will demonstrate the benefits of working collaboratively; allow access to support; keep costs down and share risks.	Glasgow Life	By December 2018

CUSTOMER JOURNEY (Infrastructure and investment)

Action	Description	Lead / Partners	By When
Work closely with ‘Infrastructure and Assets’ Portfolio Group to ensure the tourism opportunities are included in plans.	Strategy and Action Plan to be shared with relevant Portfolios.	City Region Team	By 3 May 2018 and ongoing dialogue
Review investments listed in Tourism Development Framework to provide an overview on regional investment plans affecting the tourism sector.	Ensure collation and visibility of investments on the Framework (master document) that captures all new activities.	East Renfrewshire Council	September 2018
Identify the high priority projects based on opportunities for tourism in City Region.	Enabling and directing investment.	All	By September 2018

CUSTOMER JOURNEY (Jobs and skills)

Action	Description	Lead / Partners	By When
Develop a programme of activities which focus on supporting tourism leaders.	This programme will develop leadership skills and knowledge, providing useful tools and techniques for participants.	Scottish Enterprise	Delivery during 2018
Identify skills gaps and labour supply issues across Glasgow City Region and develop a programme of activities which focus on supporting tourism skills, progression opportunities and ensure areas of skills demand are addressed.	A programme to be developed by SDS through the Skills and Employment Portfolio Group.	Skills and Employment Portfolio Group	By December 2018

CUSTOMER JOURNEY (Data and insights)

Action	Description	Lead / Partners	By When
Utilise a data and insight driven process for customer segmentation, creative product and campaign development, and competitor and trend analysis.	Market insights will help identify new opportunities; enhance productivity and improve the customer journey.	Intelligence Hub	Develop during 2018
Capitalise on the City Region's Intelligence Hub to ensure consistent and accurate tourism indicators and insights for region.	Intelligence Hub to assist with development and delivery of performance monitoring framework.	Intelligence Hub	Develop during 2018
Develop a programme of support to tourism businesses to take advantage of data and emerging technologies.	This programme will support businesses to make better use of data and insights to drive improved business performance.	Scottish Enterprise	Develop during 2018
Develop a Monitoring and Evaluation Framework.	Monitor and measure progress towards target of 1 million additional visitors by 2023.	Glasgow Life	By September 2018

CUSTOMER JOURNEY (Destination marketing)

Action	Description	Lead / Partners	By When
Develop a City Region destination marketing plan.	Establish partner group and industry network; identify our priority markets; develop compelling propositions and undertake collaborative content creation to engage, inspire and inform our target customers; deliver content through an owned, earned, shared and paid channel plan.	Glasgow Life	September 2018
Maximise the opportunities presented by the Themed Years Programme in terms of engagement and impact.	Develop content aligning with the themes to present the region through relevant channels. <ul style="list-style-type: none"><li>• 2018 Year of Young People</li><li>• 2020 Year of Scotland's Coast and Waters</li><li>• 2022 Year of Scotland's Stories.</li></ul>	VisitScotland	<ul style="list-style-type: none"><li>• January 2019</li><li>• December 2021</li></ul>
Engage Scottish Development International (SDI) to support the destination marketing ambitions of the City Region partnership.	SDI will support businesses to gain the knowledge, confidence and connections to trade successfully in international markets important to Glasgow City Region.	Scottish Development International	By September 2018

[www.glasgowcityregion.co.uk](http://www.glasgowcityregion.co.uk)

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## WEST DUNBARTONSHIRE COUNCIL

### Report by Strategic Lead - Regulatory

**West Dunbartonshire Council: 29 August 2018**

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**Subject: Proposals to amend the Scheme of Delegation to Officers**

#### **1. Purpose**

- 1.1** To request the Council to consider the recommendations from the Sub-Committee on the Scheme of Delegation in respect of amendments to the Scheme of Delegation to Officers.

#### **2. Recommendations**

- 2.1** The Council is asked to approve the amendments to the Scheme of Delegation to Officers as detailed in the Appendix to this report.

#### **3. Background**

- 3.1** At its meeting on 6 February 2018, the Sub-Committee on the Scheme of Delegation discussed the content of the Scheme of Delegation to Officers and asked officers to respond to its proposed amendments to the Scheme and where necessary provide further information.
- 3.2** On 11 June 2018, the above Sub-Committee considered the responses from officers and agreed by a majority vote to recommend the undernoted changes to the Scheme of Delegation of Officers to Council:

*Paragraph 1.4 - remove the first sentence or replace with 'All powers are reserved to Council unless otherwise specified in this scheme, standing orders or legislation.'*

*Paragraph 1.5 - amend to reflect proposed changes to paragraph 1.4 above.*

*Paragraph 1.10 – add the following wording to the end of the paragraph: 'Council reserves the right to change any non-operational decision taken by officers, with adherence to Standing Orders and paragraph 2.1(iv) of this scheme'.*

*Paragraph 2.1 (iv) – Change to reflect the wording in Standing Orders, that being, 'Where clarification is required, the Chief Executive, in consultation with the Monitoring Officer and Leader of the Council will determine which matters are operational or otherwise.'*

*Paragraph 2.2, line 1 - replace the word 'should' with 'will'.*

*Paragraph 2.2.2 (l) – This paragraph refers to the provisions of s35 of the Local Government (Scotland) Act 1973 and relates to a member ceasing to be a member if for a period of 6 months the member fails to attend a meeting of the Local Authority. Council may approve, in advance, the reason for the non-attendance allowing the member to continue as a member. The wording should be changed to make the purpose of this paragraph clear.*

*Paragraph 2.3.3 – add the following wording to the end of the paragraph: ‘A special meeting may be called for this purpose at the discretion of the Convener’ and Council should amend Standing Orders accordingly.*

*Paragraph 2.5.2 – replace ‘Strategic Lead – Regulatory’ with ‘Chief Legal Officer’.*

*Paragraph 3.11 – after the words ‘subsequent committee’ on line 8 of this paragraph, add ‘and the Council Leader, Leader of the Opposition and relevant Spokesperson should be informed as soon as practicable’.*

*Section 4(A), paragraph 21 – replace the word ‘defalcation’ with ‘Business Irregularity Procedure’ which is the current terminology used to describe this procedure.*

*For ease of reference for Council, the report should include a table with the original wording next to the proposed change.*

- 3.3** Accordingly a table showing the original wording and proposed wording is attached as an Appendix to this report for consideration.

#### **4. Main Issues**

- 4.1** One of the proposals will require a change to Standing Orders which will mean it would need to be supported by at least two-thirds of those Members in attendance. Paragraph 2.3.3 of the Scheme states: ‘Where appropriate matters of a controversial nature should be referred to Council or the appropriate Committee for decision’, and it is proposed that the following wording be added to the end of the paragraph: ‘A special meeting may be called for this purpose at the discretion of the Convener and Council should amend Standing Orders accordingly’. The current Standing Order No. 3 allows a special meeting to be called as matter of urgency, not controversy. Therefore, this change requires Standing Orders to be suspended to allow consideration of the amendment to include matters of controversy.

#### **5. People Implications**

- 5.1** There are no staffing implications arising from the recommendations of this report.

#### **6. Financial and Procurement Implications**

**6.1** There are no financial or procurement implications arising from the recommendations of this report.

## **7. Risk Analysis**

**7.1** There are no risks associated with the proposed changes to the Scheme of Delegation to Officers.

## **8. Equalities Impact Assessment (EIA)**

**8.1** There is no requirement for an equalities impact assessment to be carried out as all matters referred to in the report relate to the internal processes of the Council.

## **9. Consultation**

**9.1** Officers from Legal and Finance Services have been consulted on the contents of this report.

## **10. Strategic Assessment**

**10.1** This report does not directly impact on any of the Council's objectives. However, an effective scheme of delegation is essential to enable the Council to achieve its strategic objectives.

**Name:** Peter Hissett  
**Designation** Strategic Lead - Regulatory  
**Date:** 18 July 2018

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**Person to Contact:** George Hawthorn, Manager of Democratic and Registration Services, Municipal Buildings, College Street, Dumbarton. Telephone 01389 737204 or email: [george.hawthorn@west-dunbarton.gov.uk](mailto:george.hawthorn@west-dunbarton.gov.uk)

**Appendix:** Proposed changes to the Scheme of Delegation to Officers as recommended by the Sub-Committee on Scheme of Delegation.

**Background Papers:** West Dunbartonshire Council's Scheme of Delegation to Officers (April 2016).  
West Dunbartonshire Council's Standing Orders (March 2018).

**Wards Affected:** All wards.

**Proposed Amendments to the Scheme of Delegation to Officers as recommended by the Sub-Committee on the Scheme of Delegation.**

<b>Reference</b>	<b>Existing wording</b>	<b>Proposed wording</b>
Paragraph 1.4	The Council has determined that all powers which are not specifically reserved to either Council, committee, sub-committee or joint boards are delegated to officers. The matters reserved to Council or committees are mainly the strategic policy or regulatory issues requiring to be decided by the Council, while the day to day operational matters of running the Council's services are delegated to officers.	All powers are reserved to Council unless otherwise specified in this scheme, standing orders or legislation. The matters reserved to Council or committees are mainly the strategic policy or regulatory issues requiring to be decided by the Council, while the day to day operational matters of running the Council's services are delegated to officers.
Paragraph 1.5	Every attempt has been made to list the specific powers which are available to officers. However if a specific power is not mentioned in this Scheme of Delegation, it does not necessarily mean that officers cannot exercise that power. Unless it has been specifically reserved at Council, or Committee, the power will still be delegated to officers. The powers reserved by Council or Committee are detailed in Section 2.	Every attempt has been made to list the specific powers which are available to officers. However, if a specific power is not mentioned in this Scheme or Standing Orders, the matter will be referred to Council. The powers reserved by Council are detailed in Section 2.
Paragraph 1.10	Council may call for an explanation and a written report of any particular course of action of a Council Department or officer when such a course of action was taken under delegated powers. Unless arising during discussion of a relevant item of business on a Council or committee agenda, this would be raised by a Councillor giving prior written notice of a motion to be included on the Council agenda.	Council may call for an explanation and a written report of any particular course of action of a Council Department or officer when such a course of action was taken under delegated powers. Unless arising during discussion of a relevant item of business on a Council or committee agenda, this would be raised by a Councillor giving prior written notice of a motion to be included on the Council agenda. Council reserves the right to change any non-operational decision taken by officers, with adherence to Standing Orders and



		paragraph 2.1(iv) of this scheme
Paragraph 2.1 (iv)	Where clarification is required, the Chief Executive will determine which matters are operational or otherwise.	Where clarification is required, the Chief Executive, in consultation with the Monitoring Officer and Leader of the Council will determine which matters are operational or otherwise.
Paragraph 2.2, line 1	Delegated powers should not be exercised by officers where any decision would represent a departure from Council policy or procedure or would be contrary to a standing instruction of Council, which shall include the Standing Orders of the Council (or Committee), or would itself represent a significant development from policy or procedure.	Delegated powers will not be exercised by officers where any decision would represent a departure from Council policy or procedure or would be contrary to a standing instruction of Council, which shall include the Standing Orders of the Council (or Committee), or would itself represent a significant development from policy or procedure.
Paragraph 2.2.2 (l)	The approval of reasons for the non attendance of Members at meetings in accordance with Section 35 of the Local Government (Scotland) Act 1973.The approval of the Scheme of Member's Allowances in consideration of the entitlement of Members to such allowances. Such allowances will be paid in line with the Local Governance (Scotland) Act 2004 (Remuneration) Regulations 2007 and the Local Governance (Allowances and Expenses)(Scotland) Regulations 2007 as amended.	The approval of reasons for the non-attendance of Members at meetings in accordance with Section 35 of the Local Government (Scotland) Act 1973 (this relates to a member ceasing to be a member if for a period of 6 months the member fails to attend a meeting of the Local Authority, Council may approve, in advance, the reason for the non-attendance allowing the member to continue as a member) .The approval of the Scheme of Member's Allowances in consideration of the entitlement of Members to such allowances. Such allowances will be paid in line with the Local Governance (Scotland) Act 2004 (Remuneration) Regulations 2007 and the Local Governance (Allowances and Expenses)(Scotland) Regulations 2007 as amended.

Paragraph 2.3.3  Note: Suspension of Standing Orders required.	Where appropriate, matters of a controversial nature should be referred to Council or the appropriate Committee for decision.	Where appropriate, matters of a controversial nature should be referred to Council or the appropriate Committee for decision. A special meeting may be called for this purpose at the discretion of the Convener.
Paragraph 2.5.2	Interpretation of the Scheme is to be determined by the Strategic Lead - Regulatory.	Interpretation of the Scheme is to be determined by the Chief Legal Officer.
Paragraph 3.11	To enter into contracts for the supply of goods and materials, the execution of works and the provision of services where the estimated expenditure is less than £50,000 though that always subject to the provisions of the Contract Standing Orders (Part IV) and the Financial Regulations. In the case of emergency involving danger to life or property, to enter into contracts for the supply of goods and materials, the execution of works and the provision of services where the estimated expenditure is more than £50,000, subject to reporting the expenditure to a subsequent committee, and in accordance with any provisions of the Standing Orders and Financial Regulations which are to apply in such circumstances.	To enter into contracts for the supply of goods and materials, the execution of works and the provision of services where the estimated expenditure is less than £50,000 though that always subject to the provisions of the Contract Standing Orders (Part IV) and the Financial Regulations. In the case of emergency involving danger to life or property, to enter into contracts for the supply of goods and materials, the execution of works and the provision of services where the estimated expenditure is more than £50,000, subject to reporting the expenditure to a subsequent committee, and the Council Leader, Leader of the Opposition and relevant Spokesperson should be informed as soon as practicable' and in accordance with any provisions of the Standing Orders and Financial Regulations which are to apply in such circumstances.
Section 4(A), paragraph 21	To refer matters to the Police, in terms of the Council's defalcation procedure.	To refer matters to the Police, in terms of the Council's Business Irregularity Procedure.

**WEST DUNBARTONSHIRE COUNCIL****Report by Chief Executive****Council: 29 August 2018**

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**Subject: West Dunbartonshire Best Value Assurance Report****1. Purpose**

- 1.1** The purpose of this report is to present to members the findings and recommendations of the Accounts Commission following the recent Best Value Assurance process of West Dunbartonshire Council.

**2. Recommendations**

- 2.1** Members are asked to:
- Note the Best Value Assurance Report (BVAR) for West Dunbartonshire Council published by Accounts Commission on 27 June 2018
  - Approve the Council's Improvement Plan developed in response to the recommendations contained in the BVAR

**3. Background**

- 3.1** The Local Government in Scotland Act 2003 established statutory duties for Scottish Local Authorities, focused on securing Best Value. Under these arrangements West Dunbartonshire Council was last audited in 2006, with follow up reports published until 2010.
- 3.2** Following a review of the approach, Audit Scotland developed a new approach to auditing best value adopted in 2016, which ensures that each Local Authority has a process of Best Value Assurance (BVA) undertaken at least once in a five-year period. The new BVA approach focuses on strategic audit priorities of:
- the clarity of council priorities and quality of long-term planning to achieve these
  - how effectively councils are evaluating and implementing options for significant changes in delivering services
  - how effectively councils are ensuring that members and officers have the right knowledge, skills and time to lead and manage delivery of council priorities
  - how effectively councils are involving citizens in decisions about services
  - the quality of council performance reporting to help citizens gauge improvement.

- 3.3** The Best Value Assurance process took place in West Dunbartonshire from January 2018 to April 2018. Audit Scotland carried out an evidence review of strategies and documents, as well as conducting a range of interviews and intending key council meetings.
- 3.4** The audit scope involved a proportionate and risk based approach which is specific to West Dunbartonshire. The audit covered:
- The Council vision and strategic direction
  - The Council's self-assessment / evaluation processes and the impact made
  - How effectively the Council plans its use of resources, including asset management, financial planning and workforce planning
  - How the Council delivers services with partners, including consideration of City Deal and shared service developments
  - Community engagement and how this impacts on the Council's activities
  - A review of the Council's continuous improvement programmes such as regeneration and office rationalisation
  - Overall assessment of outcomes performance and the reporting of these, including the council's; public performance reporting – potentially with detailed work in elicited areas being identified from our initial review.
- 3.5** This informed development of a Best Value Assurance Report for West Dunbartonshire, which was presented to Accounts Commission on 7 June 2018 and published on Thursday 28 June, along with the Accounts Commission findings on the [Account Commission website](http://www.audit-scotland.gov.uk/report/best-value-assurance-report-west-dunbartonshire-council) at <http://www.audit-scotland.gov.uk/report/best-value-assurance-report-west-dunbartonshire-council>
- 3.6** The BVAR was circulated to all elected members on the date of publication, along with a briefing note on Commission findings. Both the Accounts Commission and Council issued press releases to local media outlets and through online platforms, in addition the Accounts Commission made available an electronic bulletin on the report and shared a key messages poster with local stakeholders.

#### **4. Main Issues**

##### BVAR & Recommendations

- 4.1** The BVAR provides an assessment of the Council and its performance since the last audit in 2006. Overall the audit was positive, providing independent external assurance on delivery of Best Value in West Dunbartonshire. The Commission has endorsed the recommendations made in the Audit Scotland report and also noted the significant progress made by Council since the most recent audit follow-up report in 2010.

- 4.2** The strong and improved leadership of the organisation by both Councillors and officers, the steady improvement in service performance, and the positive uptake of training and development opportunities for members are all highlighted within the report.
- 4.3** The Commission stated that Councillors demonstrate a shared commitment to improving the Council and that they and officers work well together. They urged continuation of this positive momentum and also highlighted the positive impact of a good take-up of member training and development opportunities.
- 4.4** The report noted the steady improvement in overall service performance and the positive satisfaction levels of citizens providing feedback. The improvement in performance is highlighted particularly in priority areas of housing and educational attainment; recognising the resultant improvement in outcomes.
- 4.5** The report confirms that the Council and its partners are well placed to face the substantial challenges in West Dunbartonshire around reducing population, economic deprivation and poor health outcomes and the positive track record of Council in delivering services within revenue budget.
- 4.6** Following the BVAR, Audit Scotland has made five recommendations which provide direction in the key areas on which the Council should focus improvement activity over the coming period. These recommendations cover the themes of:
- Capital project management
  - Workforce planning
  - Reducing absence
  - Developing the Community Alliance
  - Enhancing cross party working

#### West Dunbartonshire Improvement Plan

- 4.6** Progress on the five recommendation areas of the BVAR will be made through delivery of the improvement plan (attached as appendix 1). The recommendations and actions proposed to deliver improvements on these are detailed in the improvement plan along with timescales and lead officers.
- 4.7** Work has commenced on a range of actions to address the recommendation areas of the BVAR, with progress on this monitored on a monthly basis through the Chief Executive led Performance & Monitoring Review Group. Progress will be reported to Audit Committee on a six-monthly basis over the period of the plan with a final report presented to Council following delivery of the actions contained in the improvement plan.

## **5. People Implications**

- 5.1** There are no people or personnel implications directly associated with this report. Actions will be delivered within existing capacity.

## **6. Financial and Procurement Implications**

- 6.1** There are no financial or procurement implications directly associated with this report. Actions will be delivered within existing budgets.

## **7. Risk Analysis**

- 7.1** Council requires to act on the recommendations made by Audit Scotland and the findings of Accounts Commission. Failure to develop an improvement plan would present a risk to the Councils statutory duty to deliver best value and to the reputation of the organisation.

## **8. Equalities Impact Assessment (EIA)**

- 8.1** The improvement plan and associated actions do not have specific relevance to any protected group. The actions have been screened and assessment as not relevant.

## **9. Consultation**

- 9.1** The improvement actions contained in appendix one have been developed in consultation with all key services.

## **10. Strategic Assessment**

- 10.1** The improvement plan and response to the BVAR and Accounts Commission findings ensures delivery of the Council priorities:
- open, accountable and accessible local government
  - efficient and effective frontline services that improve the everyday lives of residents

**Joyce White**  
Chief Executive  
Date: 30 July 2018

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<b>Person to Contact:</b>	Amanda Coulthard, Performance & Strategy Manager <a href="mailto:Amanda.coulthard@west-dunbarton.gov.uk">Amanda.coulthard@west-dunbarton.gov.uk</a>
<b>Appendices:</b>	<b>BVAR Improvement Plan</b>
<b>Background Papers:</b>	<a href="#"><u>West Dunbartonshire Council Best Value Report 2018</u></a>
<b>Wards Affected:</b>	All

<b>West Dunbartonshire Council Best Value Assurance Improvement Plan</b>	<b>July 2018</b>
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<b>Ref.</b>	<b>Audit Scotland Recommendation</b>	<b>Strategic Priority: Supporting Outcome</b>	<b>Current Position</b>	<b>Where do we want to be and how will we get there?</b>	<b>Lead Officer</b>	<b>Target completion date</b>
BV1	To reduce the level of slippage on the capital plan, the council should review its project management processes. The council could use the <u>Major capital investment in councils: good practice guide</u> as the basis of a self-assessment	<b>Efficient and effective frontline services that improve the everyday lives of residents:</b> Sustainable & attractive local communities	Capital planning project management option appraisal guidance in place.  Long term financial strategy in place.  Detailed reporting of capital projects and budgets in place.  Post project review in place	<b>Capital Planning project management approach reviewed and updated with a focus on reducing slippage</b>  Actions: <ul style="list-style-type: none"> <li>• Carry out review of current practice against good practice guide and identification of improvement actions</li> <li>• Analysis of drivers of slippage in capital projects (previous 5 years) to identify common issues and improvement actions</li> <li>• Update project management framework and supporting policies / guidance</li> <li>• Put in place review programme for project management framework</li> </ul>	Richard Cairns	Aug 2018   Aug 2018   Dec 2018   Jan 2019

Ref.	Audit Scotland Recommendation	Strategic Priority: Supporting Outcome	Current Position	Where do we want to be and how will we get there?	Lead Officer	Target completion date
BV2	Workforce plans are in place and should be further developed to include forecasts of workforce numbers, the expected shape of the workforce and costs, over the planning period. Progress should be monitored	<b>Efficient and effective frontline services that improve the everyday lives of residents:</b> A committed and skilled workforce	<p>Workforce planning framework in place and used for planning and forecasting at organisational and service level.</p> <p>Training needs analysis carried out annually</p> <p>Succession Planning framework in place</p> <p>Career development programme in place</p>	<p><b>Workforce planning framework embedded and further developed</b></p> <p><b>Long term risk-based scenario planning will be developed, including the forecasting of workforce numbers, composition and costs</b></p> <p>Actions:</p> <ul style="list-style-type: none"> <li>• Undertake trend analysis of workforce composition to inform future planning</li> <li>• Develop long term workforce plans at a service level which forecast workforce size, composition and cost</li> <li>• Ensure training, learning and development process responds to workforce requirements identified through workforce plans</li> <li>• Undertake a review of the workforce planning process based on learning and findings from annual process</li> </ul>	Victoria Rogers	<p>Sept 2018</p> <p>Nov 2018</p> <p>Nov 2018</p> <p>Aug 2019</p>



Ref.	Audit Scotland Recommendation	Strategic Priority: Supporting Outcome	Current Position	Where do we want to be and how will we get there?	Lead Officer	Target completion date
BV3	Some staff are finding the pace of change challenging and staff absence remains an issue. The council is taking positive steps to try and address this and should continue to explore opportunities for improvement	<b>Efficient and effective frontline services that improve the everyday lives of residents:</b> A continuously improving Council delivering best value	Employee wellbeing strategy in place; range of training and supports on offer which focus on building resilience and improving wellbeing.  Learning & development programme implemented  WDC Change Approach and toolkit in place.  Number of trained coaches in place across services.	<b>Employee wellbeing strategy implemented and measures embedded.</b> <b>Sickness absence continues to reduce.</b>  Actions: <ul style="list-style-type: none"> <li>Implement action plans supporting employee wellbeing strategy with focus specifically on physical and mental health</li> <li>Additional functionality to be added to workforce management system to enable more effective reporting/ management of sickness absence</li> <li>Target team specific change support/ training on a project by project basis</li> <li>Introduce routine scrutiny of attendance management process compliance through WMS reports</li> <li>Lean process improvement approach embedded in wider strategic improvement framework</li> </ul>	Victoria Rogers	   Sept 2018   Aug 2018   Oct 2018   Mar 2019   Oct 2019

Ref.	Audit Scotland Recommendation	Strategic Priority: Supporting Outcome	Current Position	Where do we want to be and how will we get there?	Lead Officer	Target completion date
BV4	The Community Alliance (CA) brings together representatives from neighbourhood, interest and user groups. The council sees it as an important engagement link with the community but there are a number of challenges that it needs to address. The council should continue to offer help to further develop the role of the CA and help it reach its full potential	<b>Meaningful engagement with active, empowered and informed citizens who feel safe and engaged:</b> Fully consulted and involved citizens who are able to make full use of the Community Empowerment Act	Community Alliance has been in place for three years, operating as a sub committee of Community Planning West Dunbartonshire.  Effectiveness of Community Alliance has been questioned by own members.  No single, overarching strategy for Community Empowerment in place	<b>Community Empowerment Strategy in place with supporting mechanism in place for strategic engagement of community organisations using principles of engaging communities framework</b>  Actions: <ul style="list-style-type: none"> <li>Community Empowerment (CE) short life steering group created, involving all relevant stakeholders</li> <li>Undertake engagement and involvement of community and wider stakeholders to understand challenges of Community Alliance and barriers experienced in fully utilising the provisions of the Community Empowerment Act</li> <li>Community Empowerment Strategy developed through a programme of consultation and engagement</li> </ul>	Peter Barry	Sept 2018  December 2018  June 2019

Ref.	Audit Scotland Recommendation	Strategic Priority: Supporting Outcome	Current Position	Where do we want to be and how will we get there?	Lead Officer	Target completion date
BV5	Councillors should consider working in cross-party groups to address the financial challenges which exist and the important decisions required in the future	Open, accountable & accessible local government	Member/Officer budget working group in place, attended by Administration Elected Members	<p><b>Robust arrangements in place to ensure Elected Members are sufficiently informed and have all relevant information available to inform decision making.</b></p> <p>Actions:</p> <ul style="list-style-type: none"> <li>• Gather views of group leaders in relation to cross party working on budget</li> <li>• Gather evidence on any existing cross party working in single party administrations in Scotland</li> <li>• Consider options appraisal and recommendations on proposed models</li> <li>• Seek Councillor agreement on future arrangements</li> </ul>	Peter Hissett	<p>Aug 2018</p> <p>Oct 2018</p> <p>Dec 2018</p> <p>Feb 2019</p>



**WEST DUNBARTONSHIRE COUNCIL****Report by Strategic Lead - Regulatory****West Dunbartonshire Council: 29 August 2018**

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**Subject: Review of Polling Districts and Polling Places****1. Purpose**

- 1.1** The purpose of this report is to advise Council of the requirement to conduct a review of polling districts and polling places within its area and to outline the timetable and processes for carrying out this review.

**2. Recommendations**

- 2.1** It is recommended that the Council:
- (a) notes the statutory requirement to conduct a review of polling districts and places within its area;
  - (b) approves the Notice of Review and timetable as shown in Appendix 1 to the report; and
  - (c) notes that a report containing the final proposals and representations will be submitted for approval to the meeting of Council in December 2018.

**3. Background**

- 3.1** The previous full review of Polling Districts and Polling Places by this Council was completed and published in December 2013. However, Members will be aware that a number of interim reviews have taken place in recent years due to the loss of some polling places and as a consequence of the Local Government Ward Boundary Review which impacted on some polling district boundaries. In terms of the Electoral Registration and Administration Act 2013, the Council is required to carry out a full review every five years and accordingly this is now due to take place.

**4. Main Issues**

- 4.1** A copy of the proposed timetable and public notice for the conduct of the review is attached as Appendix 1 to this report, for approval. Appendix 2 provides, for information, a list of those polling places used in the General Election in 2017.

- 4.2** When carrying out a review, the Council is required by law to consult the local Parliamentary Returning Officer, who must submit representations to the authority on the polling scheme. These representations must be published by the authority with relevant parties being given the opportunity to comment on them. The Returning Officer's representations will be published on the Council's website and made available in offices and libraries in accordance with the proposed timetable. A copy of the Returning Officer's representations will also be issued to all elected members and a range of local organisations, which represent disabled and elderly people, for comment.

## **5. People Implications**

- 5.1** There are no implications for employees of this Council.

## **6. Financial and Procurement Implications**

- 6.1** There are no financial or procurement implications arising from the consultation but there may be some financial implications from any proposals to be considered in due course.

## **7. Risk Analysis**

- 7.1** As previously stated the Council is required by statute to complete the review within the required timescales. Failure to do so could result in reputational damage to the Council.

## **8. Equalities Impact Assessment (EIA)**

- 8.1** The Council must ensure that, so far as is reasonable and practicable, every polling place within the area is accessible to electors who are disabled. Furthermore, organisations representing disabled people and the elderly will be invited to comment on the Returning Officer's representations. If necessary, an EIA will be carried out in advance of any proposals to change polling places being presented to Council in December.

## **9. Consultation**

- 9.1** Officers from legal and finance have been consulted on the content of this report.
- 9.2** A formal public consultation will take place once the Returning Officer's representations are available for inspection in October.

## **10. Strategic Assessment**

- 10.1** This report does not have a direct impact on the Council's Strategic priorities. However, the Council is required by statute to carry out this review and therefore must do so within the prescribed timescales.

**Peter Hessett**  
**Strategic Lead - Regulatory**

**Date: 26 June 2018**

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**Person to Contact:** George Hawthorn, Manager of Democratic and Registration Services, Council Offices, Garshake Road, Dumbarton. Telephone 01389 737204 or e-mail: [george.hawthorn@west-dunbarton.gov.uk](mailto:george.hawthorn@west-dunbarton.gov.uk)

**Appendices:**

1. Proposed public notice and timetable for the review of polling districts and polling places.
2. List of Polling Places used in the UK General Election held in June 2017.

**Background Papers:** None

**Wards Affected:** All

## WEST DUNBARTONSHIRE COUNCIL REVIEW OF POLLING DISTRICTS AND POLLING PLACES

1. Notice is hereby given that the Council is carrying out a review of polling districts and polling places for the West Dunbartonshire County Constituency.
2. The Returning Officer will make comment on the proposed polling places.
3. Electors in the West Dunbartonshire Council area may make representations on the Council's proposals or on the Returning Officer's comments.
4. The Council particularly welcomes representations from any person or organisation with expertise in access for persons with disabilities.
5. Persons or organisations making representations should, if possible, suggest alternative locations for the polling places.
6. A list of proposed polling places is available online at <http://www.west-dunbarton.gov.uk/council/> or for inspection at main libraries and at 16 Church Street, Dumbarton.
7. Any representations should be addressed in writing to Peter Hessett, Strategic Lead - Regulatory, by email to [elections@west-dunbarton.gov.uk](mailto:elections@west-dunbarton.gov.uk) or by letter to the Election Office, Municipal Buildings, College Street, Dumbarton G82 1NR.
8. Proposals will be available in accordance with the following timetable:

<b>Existing arrangements available for inspection and commencement of the review.</b>	<b>1 October 2018</b>
<b>Publication of the Returning Officer's representations.</b>	<b>1 October 2018</b>
<b>Closing date for representations by electors and consultees.</b>	<b>12 November 2018</b>
<b>Proposals submitted to Council Meeting.</b>	<b>19 December 2018</b>
<b>Publication of final proposals</b>	<b>21 December 2018*</b>
<b>Revised register published by Electoral Registration Officer</b>	<b>1 February 2019</b>

\*date subject to no substantial changes being made by Council in December.

Joyce White  
Chief Executive



**Polling Places used in General Election 2017**

**APPENDIX 2**

<b>Polling District</b>	<b>Polling Place</b>
LO1D	<b>KILMARONOCK MILLENNIUM HALL</b> , Church Road, Gartocharn G83 8NF
LO2D	<b>LENNOX HALL</b> , 101 Main Street, Jamestown G83 8AZ
LO3D	<b>VALE OF LEVEN SWIMMING POOL</b> , North Main Street, Alexandria G83 0UE
LO4D	<b>ST KESSOG'S CHURCH HALL</b> , Balloch Road, Balloch G83 8LQ
LO5D	<b>ALEXANDRIA PARISH CHURCH</b> , Lomond Road, Balloch G83 8SJ
LE6D	<b>ALEXANDRIA COMMUNITY CENTRE</b> , Main Street, Alexandria G83 0NU
LE7D	<b>ST MARTIN'S CHURCH HALL</b> , 331 Main Street, Renton G82 4PZ
LE8D	<b>RENTON PRIMARY SCHOOL</b> , Main Street, Renton G82 4NA
LE9D	<b>DALMONACH MOBILE POLLING PLACE</b> , Second Avenue, Bonhill G83 9BH
LE10D LE11D	<b>BONHILL COMMUNITY CENTRE</b> , Ladyton, Bonhill, G83 9DZ
LE12D	<b>BONHILL PRIMARY SCHOOL</b> , Raglan Street, Bonhill G83 9JA
LE13D	<b>BELLSMYRE SCHOOL CAMPUS</b> , Howatshaws Road, Dumbarton G82 3DR
DU14D	<b>WESTBRIDGEND MOBILE POLLING PLACE</b> , Westbridgend, Dumbarton G82 4BJ
DU15D	<b>DALREOCH UNITED FREE CHURCH</b> , 100 Hawthornhill Road, Dumbarton G82 5JB
DU16D	<b>ST MICHAEL'S CHURCH HALL</b> , Cardross Road, Dumbarton G82 4JE
DU17D	<b>WEST DUMBARTON ACTIVITY CENTRE</b> , Ardoch Crescent, Dumbarton G82 4EN
DU18D LE14D	<b>BRAEHEAD PRIMARY SCHOOL</b> , Meadow Road, Dumbarton G82 2BL
DU19D	<b>CONCORD COMMUNITY CENTRE</b> , St. Mary's Way, Dumbarton G82 1LJ
DU20D	<b>KNOXLAND PRIMARY SCHOOL</b> , Leven Street, Dumbarton G82 1QU
DU21D	<b>ST. PATRICK'S PRIMARY SCHOOL</b> , Crosslet Road, Dumbarton G82 2LQ
DU22D	<b>LEVEN SUITE</b> , Abbotsford Hotel, Stirling Road, Dumbarton G82 2PJ
DU23D	<b>MILTON COMMUNITY HALL</b> , King George's Field, Milton, Dumbarton G82 2TT
DU24C DU24D	<b>BOWLING COMMUNITY HALL</b> , Dumbarton Road, Bowling G60 5AQ

## Polling Places used in General Election 2017 (cont'd)

KP1C	<b>GLENHEAD COMMUNITY CENTRE</b> , Duntiglennan Road, Duntocher, Clydebank G81 6HF
KP2C	<b>GOLDENHILL PRIMARY SCHOOL</b> , Stewart Drive, Hardgate, Clydebank G81 6AH
KP3C	<b>FAIFLEY PARISH CHURCH HALL</b> , Faifley Road, Clydebank G81 5AR
KP4C	<b>ST JOSEPH'S CHURCH HALL</b> , Faifley Road, Clydebank G81 5EZ
CC5C CC5C CW14C CW14C	<b>DALMUIR BARCLAY CHURCH</b> , 21 Durban Avenue, Clydebank G81 4JL
CC6C	<b>PARKHALL LIBRARY</b> , Hawthorn Street, Clydebank G81 3EF
CC7C	<b>ST STEPHEN'S CHURCH HALL</b> , Park Road, Clydebank G81 3LD
CC8C	<b>KILBOWIE PRIMARY SCHOOL</b> , 11 West Thomson Street, Clydebank G81 3EA
CC9C	<b>ST EUNAN'S COMMUNITY HALL</b> , Gilmour Street, Clydebank G81 2BW
CC10C	<b>ONslow ROAD COMMUNITY HALL</b> , 137 Onslow Road, Clydebank G81 2PR
CC11C	<b>LINNVALE PRIMARY SCHOOL</b> , Livingstone Street, Clydebank G81 2RL
CW12C	<b>GAVINBURN PRIMARY SCHOOL</b> , Dumbarton Road, Old Kilpatrick G60 5NE
CW13C	<b>NAPIER HALL</b> , Dumbarton Road, Old Kilpatrick G60 5JH
CW15C	<b>DALMUIR COMMUNITY CENTRE</b> , Duntocher Road, Clydebank G81 4RQ
CW16C	<b>ABBOTSFORD CHURCH HALL</b> , Abbotsford Road, Clydebank G81 1PA
CW17C	<b>ST MARGARET'S CHURCH HALL</b> , Sinclair Street, Clydebank G81 1AE

## WEST DUNBARTONSHIRE COUNCIL

### Report by Strategic Lead – Regulatory

**Council: 29 August 2018**

**Subject: Vacancies on Committees and Other Bodies**

#### **1. Purpose**

- 1.1** To advise Council of the outstanding vacancies on committees, joint boards/committees and outside bodies.

#### **2. Recommendation**

- 2.1** Council is asked to consider the filling of the vacancies shown in the appendix to this report.

#### **3. Background**

- 3.1** The filling of vacancies was considered by Council at its meeting on 28 June 2017 when the following motion was agreed:-

*Council agrees that unfilled vacancies will now be available for any non-SNP Councillor to fill. Members (or Group Leaders/Secretaries on behalf of their members) are invited to fill these vacancies on a first come first serve basis. The SNP will not overload committees etc., with our members and therefore, should no expressions of interest be received, these positions will remain vacant until such time as an opposition member wishes to fill them.*

#### **4. Main Issues**

- 4.1** Councillors play a central part in making decisions and setting policies that impact on their ward and across West Dunbartonshire.
- 4.2** Membership of committees and/or other bodies allows them to take part in that decision making process.

##### Educational Services Committee

- 4.3** The Educational Services Committee is a key committee with a remit that covers a wide range of functions that affect the young people in West Dunbartonshire. It is important that all positions on the committee are filled.

##### Substitute Members

- 4.4** It is important that where only one member of West Dunbartonshire Council sits on an external body that a substitute member is named when this has

also been requested. This reduces the chance of the Council not being represented at meetings of that body.

## **5. People Implications**

**5.1** There are no people implications.

## **6. Financial and Procurement Implications**

**6.1** Any additional travel costs incurred as a result of elected members attending meetings of other organisations will be covered within the existing budget.

**6.2** There are no procurement implications.

## **7. Risk Analysis**

**7.1** The non-filling of the vacancies on Council committees may contribute towards meetings being inquorate and important business not being dealt with within required timescales.

## **8. Equalities Impact Assessment (EIA)**

**8.1** There is no impact on equalities groups.

## **9. Consultation**

**9.1** Officers from the Council's Legal and Finance sections have been consulted on the content of this report.

## **10. Strategic Assessment**

**10.1** The continuation of Council business and its representation on other organisations will contribute towards achieving the Council's Strategic Priorities.

**Peter Hessett**  
**Strategic Lead - Regulatory**  
**Date: 30 July 2018**

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**Person to Contact:** Christine McCaffary, Senior Democratic Services Officer,  
Municipal Buildings, Dumbarton G82 1NR  
Tel: 01389 737186 or [christine.mccaffary@west-dunbarton.gov.uk](mailto:christine.mccaffary@west-dunbarton.gov.uk)

**Appendix:** Vacancies on Committees and Other Bodies

**Background Papers:** Report to Statutory Meeting of West Dunbartonshire Council on 17 May 2017 – Appointments to Council Committees and Other Bodies

Report to meeting of West Dunbartonshire Council on 28 June 2018 – Appointments to Council Committees and Other Bodies

**Wards Affected:** All wards

**Vacancies on Committees and Other Bodies**  
**July 2018**

As agreed by the Council on 28 June 2017, the vacancies listed below are open to non-SNP elected members.

<b>Committees and forums</b>	<b>No. of Vacancies</b>
Educational Services Committee	1
Joint Consultative Forum (JCF)	1
Local Negotiating Committee for Teachers	1
<b>Joint Boards / Partnership</b>	
Community Planning West Dunbartonshire Management Board	1 sub
Dunbartonshire and Argyll & Bute Valuation Joint Board (VJB)	1 sub
<b>Outside Bodies</b>	
Knowes Housing Associations (Management Committee)	1 sub