

Agenda



Cultural Committee

Date: Monday, 29 November 2021

Time: 10:00

Format: Hybrid Meeting

Contact: Email: Gabriella.Gonda@west-dunbarton.gov.uk

Dear Member

Please attend a meeting of the **Cultural Committee** as detailed above. The business is shown on the attached agenda.

The Convener has directed that the powers contained in Section 43 of the Local Government in Scotland Act 2003 will be used and Members will have the option to attend the meeting remotely or in person at the Civic Space, 16 Church Street, Dumbarton, G82 1QL.

Yours faithfully

JOYCE WHITE

Chief Executive

Distribution:-

Bailie Denis Agnew (Chair)
Provost William Hendrie
Councillor Jonathan McColl (Vice Chair)*
Councillor John Millar
Councillor Brian Walker

Chief Executive
Chief Officer – Supply, Distribution and Property
Chief Officer – Citizen, Culture and Facilities

Date of issue: 16 November 2021

*membership effective from 28 November

CULTURAL COMMITTEE
MONDAY, 29 NOVEMBER 2021

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 RECORDING OF VOTES

The Committee is asked to agree that all votes taken during the meeting be done by roll call vote to ensure an accurate record.

4 MINUTES OF PREVIOUS MEETINGS 5 - 11

Submit for approval as correct records, the following Minutes of Meetings of the Cultural Committee:-

- (a) Ordinary meeting - 23 August 2021; and
- (b) Special meeting - 7 October 2021

5 OPEN FORUM

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

**6 TOWN TWINNING AND 80TH ANNIVERSARY OF THE CLYDEBANK BLITZ –
UPDATE 13 - 16**

Submit report by the Chief Officer – Regulatory & Regeneration providing an update on Town Twinning and the 80th Anniversary of the Clydebank Blitz.

**7 CULTURAL ELEMENTS OF THE CITIZENS, CULTURE & FACILITIES
DELIVERY PLAN 2021/22: MID YEAR PROGRESS 17 - 26**

Submit report by the Chief Officer – Citizen, Culture & Facilities setting out the mid-year progress of the Citizen, Culture & Facilities Delivery Plan 2021/22

which is delegated to Cultural Committee. These are: Clydebank Town Hall, Arts and Heritage, and Communications.

**8 EXPLORING THE CLYDEBANK TOWN HALL MOVING AWAY FROM BEING
A COMMERCIAL VENUE 27 - 37**

Submit report by the Chief Officer – Citizen, Culture & Facilities responding to a request from the Cultural Committee to prepare a report that examined the Clydebank Town Hall moving away from being a commercially focused service.

9 WEEKEND OPENING OF CLYDEBANK TOWN HALL 39 - 49

Submit report by the Chief Officer – Citizen, Culture & Facilities responding to a request from the Cultural Committee to examine the possibility of weekend opening including any potential revenue implications.

10	ACQUISITION FUND FOR SCOTTISH ART UPDATE	To follow
-----------	---	------------------

Submit report by the Chief Officer – Citizen, Culture & Facilities.

CULTURAL COMMITTEE

At a Meeting of the Cultural Committee held by video conferencing on Monday, 23 August 2021 at 10.04 a.m.

Present: Provost William Hendrie, Bailie Denis Agnew and Councillors Iain McLaren and Brian Walker.

Attending: Malcolm Bennie, Chief Officer – Citizen, Culture & Facilities; Alan Douglas, Legal Manager; George Hawthorn, Manager of Democratic and Registration Services; Nicole Gallacher, Digital Media & Communications Officer; Amanda Graham, Communications, Town Hall & CEO Office Manager; Michelle Lynn, Asset Coordinator; Joe Reilly, Finance Business Partner Karen Shannon, Section Head – Resources, and Christine McCaffary, Senior Democratic Services Officer.

Bailie Denis Agnew in the Chair

DECLARATIONS OF INTEREST

Bailie Agnew declared an interest in Item 5 – Town Twinning and 80th Anniversary of Clydebank Blitz being an acquaintance of local artist, Tom McKendrick.

MINUTES OF PREVIOUS MEETINGS

The Minutes of Meetings of the Cultural Committee held on (a) 17 May 2021 (Ordinary); and (b) 19 July 2021 (Special) were submitted and approved as correct records.

OPEN FORUM

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

TOWN TWINNING AND 80TH ANNIVERSARY OF THE CLYDEBANK BLITZ – UPDATE

A report was submitted by the Chief Officer – Regulatory & Regeneration providing an update on Town Twinning and the 80th Anniversary of the Clydebank Blitz.

Having heard the Manager of Democratic and Registration Services in further explanation the Committee agreed:-

- (1) to note that the planned trip to meet of the Mayor of Letterkenny to discuss the friendship agreement was still scheduled to take place this financial year at a cost £500 from the Cultural Fund;
- (2) that officers consider the erection of signs at each end of the authority recognising the friendship agreement with Letterkenny;
- (2) to authorise the Manager of Democratic and Registration Services, in consultation with the Convener, to arrange a meeting with the Mayor of Gdynia to progress the friendship link and agree the way forward;
- (3) to note the progress being made in respect of the arrangements to commemorate the 80th Anniversary of the Clydebank Blitz; and
- (4) that officers discuss with Tom McKendrick the possibility of him recreating his Blitz Exhibition in the Garden Gallery at Clydebank Town Hall.

CLYDEBANK TOWN HALL REDEVELOPMENT UPDATE

A report was submitted by the Chief Officer – Citizen, Culture & Facilities providing an update on the Clydebank Town Hall Redevelopment scope of works and seeking an uplift in the budget allocation to enable delivery against this expanded scope.

After discussion and having heard the Chief Officer –Citizen, Culture & Facilities in further explanation of the report, the Committee agreed:-

- (1) To note the update at 2.1 (bullet point 1) of the report;
- (2) not to approve the additional £204,636 from the Cultural Capital Fund at present;
- (3) that a report will come to a future Cultural Committee meeting examining options to move away from a commercially focussed venue;
- (4) not to accept the concept design for the new gallery café area as is currently proposed, but to proceed with an amended design of the booth area which will form a gallery space to house the Scottish Colourists display;

- (5) to the retention of the existing café counter area to facilitate self-service provision;
- (6) to retain the existing garden area subject to refurbishment; and
- (7) additionally to undertake necessary fire safety works.

REDESIGN OF DALMUIR

A report was submitted by the Chief Officer – Citizen, Culture & Facilities proposing a series of improvement works to the existing gallery space within Dalmuir Library.

Having heard the Chief Officer –Citizen, Culture & Facilities in further explanation, the Committee agreed:-

- (1) to note the contents of the report;
- (2) to approve that funding of £541,000 from the Cultural Capital Fund be allocated for this purpose; and
- (3) that an report providing an update on Glencairn House, Dumbarton be submitted to future meetings of the Cultural Committee and Infrastructure, Regeneration & Economic Development Committee.

The meeting closed at 10.40 a.m.

CULTURAL COMMITTEE

At a Special Meeting of the Cultural Committee held as a Hybrid Meeting on Thursday, 7 October 2021 at 10.02 a.m.

Present: Provost William Hendrie, Bailie Denis Agnew and Councillors Iain McLaren and Brian Walker.

Attending: Malcolm Bennie, Chief Officer – Citizen, Culture and Facilities, George Hawthorn, Manager of Democratic and Registration Services; Amanda Graham, Strategic Communications, Culture and Performance Manager; Karen Shannon, Business Partner – Resources; Michelle Lynn, Asset Coordinator; Sarah Christie, Team Lead Heritage and Arts; Alan Douglas, Manager of Legal Services; Christine McCaffary, Senior Democratic Services Officer and Ashley MacIntyre and Lynn Straker, Committee Officers.

Bailie Denis Agnew 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.

RECORDING OF VOTES

The Council agreed that all votes taken during the meeting would be done by roll call vote to ensure an accurate record.

UPDATE ON 80TH ANNIVERSARY OF THE CLYDEBANK BLITZ

A report was submitted by the Chief Officer – Regulatory & Regeneration providing the Committee with an update on the 80th Anniversary of the Clydebank Blitz.

After discussion and having heard the Manager of Democratic and Registration Services in further explanation of the report, the Committee agreed:-

- (1) to note that the Council's contribution to the proposed concert by the Royal Scottish National Orchestra (RSNO) to be held in November 2021 would be approximately £12,500;
- (2) that the balance of £2,500 for the concert would be met from the Cultural Fund; and

- (3) to note that the Mayor of Letterkenny would be attending the concert in November 2021 and that accommodation would be provided in a local hotel for him and any accompanying officer

CLYDEBANK TOWN HALL REDEVELOPMENT UPDATE

With reference to the Minutes of Meeting of the Cultural Committee held on 23 August 2021, a report was submitted by the Chief Officer – Citizen, Culture and Facilities providing updates on the Clydebank Town Hall Redevelopment scope of works.

After discussion and having heard the Chief Officer Citizen, Culture and Facilities and Legal Officer in answer to Members questions and clarification of a number of points, Bailie Agnew moved:-

That the Committee agrees:-

- (1) to note the update provided regarding the Clydebank Town Hall Redevelopments scope of works;
- (2) to agree to progress the works as outlined between 4.1 and 4.7;
- (3) to agree to progress with the enhanced accessibility and sightline work in the existing galleries;
- (4) Option 3 as detailed in section 4.11 of the report to build a partitioned space in the existing booth seating area in-house as per the current Building Warrant application;
- (5) to retain a staffed café serving hot drinks and not to install vending or self-serve machines within the area; and
- (6) that a report be brought back to the next Cultural Committee meeting detailing options and recommendations for weekend opening hours at Clydebank Town Hall.

The Motion was then seconded by Councillor Walker.

Councillor McLaren asked Bailie Agnew if he would accept the following addendum to his motion:-

Committee notes that the uptake in electric vehicle ownership is growing rapidly, and will continue to do so as technology advances and especially in the run up to and after the expected end-of-sales of internal combustion engine cars from year 2030.

Committee believes that there is an opportunity to increase visitor numbers to our town centres and places of interest by providing rapid charging points for

electric vehicles at strategic locations. These chargers would give people the opportunity to spend time in our museums, libraries, places of historic interest and high street shops whilst they charge their vehicles.

Committee asks officers to bring a report to IRED Committee detailing the options and locations available for the provision of electric vehicle chargers. This should include the cost of installation and maintenance of the charge points, what external funding is available, the cost of providing the electricity being supplied as well as options appraisal for what model of payment would be suitable and most attractive to consumers.

Officers are also asked to bring a report to IRED Committee that details the cost of providing a pilot EV Charging Scheme in the vicinity of the Clydebank Town Hall i.e. Bruce Street, Hall Street and Dumbarton Road, if it will not negatively impact the works already completed.

Bailie Agnew, Councillor Walker and the majority of the Committee confirmed their acceptance of the addendum and the amended motion was then Agreed by the Committee.

The meeting closed at 11.08 a.m.

WEST DUNBARTONSHIRE COUNCIL

Report by Chief Officer – Regulatory and Regeneration

Meeting of the Cultural Committee: 29 November 2021

Subject: Town Twinning and 80th Anniversary of Clydebank Blitz - Update

1. Purpose

- 1.1** To provide the Committee with an update on Town Twinning and the 80th Anniversary of the Clydebank Blitz.

2. Recommendations

- 2.1** The Committee is asked:
- (a) to note that the planned trip to meet of the Mayor of Letterkenny to discuss the friendship agreement will take place in February 2022;
 - (b) to note that the Royal Scottish National Orchestra commemorative concert will go ahead as planned on Sunday, 21 November 2021;
 - (c) to approve the recommendation of the Clydebank Blitz Working Group that overnight accommodation be provided for the Mayor of Letterkenny when he attends the above concert; and
 - (d) to note the latest update on the Cultural Fund, as detailed in Section 6 of the report.

Background

- 3.1** At its meetings on 23 August and 7 October 2021, the Cultural Committee received updates on town twinning and on progress being made with the planning of commemorations of the 80th anniversary of the Clydebank Blitz. This report provides a further update on these issues and asks the Committee to consider a recommendation from the Clydebank Blitz Working Group to offer overnight accommodation to the Mayor of Letterkenny when he visits this area to attend the commemorative concert on 21 November 2021.

4. Main Issues

Commemorative Medals

- 4.1** Work is progressing well on the production of the commemorative medals which will be presented to various organisations in recognition of the support they provided to the people of Clydebank during and after the Clydebank Blitz in 1941. It is anticipated that the medals will be ready in plenty of time for presentation in March 2022.

Royal National Scottish Orchestra (RSNO)

- 4.2** The RSNO commemorative concert will be held on 21 November 2021 as planned and will include the following programme of music:

Mozart	<i>Figaro</i> Overture
Kilar	Orawa
Asman	Wrought
Sibelius	Valse Triste
Gough	Clydebank '41
Mascagni	<i>Cavalleria rusticana</i> : Intermezzo sinfonico
Dvorak	Slavonic Dances – No. 2, 3 and 8

Encore: Brahms Hungarian Dance No. 6

- 4.3** A number of distinguished guests will attend the concert together with representatives from those organisations who came to the aid of the people of Clydebank during and after the blitz along with representatives from the West Dunbartonshire School Orchestra and various community groups.

Tom McKendrick's Blitz Exhibition

- 4.4** The Arts and Heritage Team has established an exhibition plan with the artist, identified a budget and will look to accommodate this within the existing Arts and Heritage budget. The exhibition will focus on a selection of works (made by the artist) that describe the devastation of the Clydebank Blitz. There will be some contextualising information provided upon entry to the gallery space, and the display solutions will be developed in consultation with the artist. Exact dates for the exhibition are yet to be agreed but it has been proposed that the exhibition will open to the public on either the 11th or 12th March, prior to the anniversary of the Blitz.

Town Twinning/Friendship Agreements

- 4.5** The Committee is asked to note that it is still the intention for the planned trip to Letterkenny to take place in February 2022 and hopefully a final date will be fixed before the Cultural Committee meets on 29th November..
- 4.6** The Committee is asked to note that in accordance with its previous decision, the Manager of Democratic and Registration Services will contact the Mayor of Gdynia's Office to arrange an online meeting to discuss the proposed friendship with the City of Gdynia, Poland.

5. People Implications

- 5.1** There are no people implications arising from the content of this report.

6. Financial and Procurement Implications

- 6.1** At its meeting in March 2021, the Committee agreed that the remaining balance of funds within the Cultural budget for 2020/21, £13,074 be earmarked for any further expenditure in relation to the Clydebank Blitz i.e. RSNO concerts, CDs, books, etc.
- 6.2** The Clydebank Blitz Working Group has recommended that the Mayor of Letterkenny be offered overnight accommodation when he and his wife visit West Dunbartonshire on 21 November 2021 to attend the commemorative concert. The cost of the room including breakfast will be £98.
- 6.3** It is estimated that approximately £20,653 of expenditure has still to be incurred in relation to the commemorations (includes all committed expenditure to date and the cost of accommodation for the Mayor, if approved) which will leave the sum of £779 to be funded from the 2021/22 Cultural fund. This means that the balance of unallocated funds remaining is estimated to be £24,221 at this time.

7. Risk Analysis

- 7.1** There are no risks arising from the recommendations of this report.

8. Equalities Impact Assessment (EIA)

- 8.1** There are no impacts on any equality groups arising from the recommendations of this report.

9. Consultation

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

10. Strategic Assessment

- 10.1** The involvement of local churches and communities is an important element of the Clydebank Blitz commemorations which fits well with the Council's strategy on community involvement and engagement.

Name: Peter Hessett
Designation Chief Officer - Regulatory and Regeneration
Date: 10 November 2021

Person to Contact: George Hawthorn, Manager of Democratic and Registration Services, Municipal Buildings, College Street, Dumbarton. Telephone 07903010404 or email: george.hawthorn@west-dunbarton.gov.uk

Appendices: None

Background Papers: None

Wards Affected: None.

WEST DUNBARTONSHIRE COUNCIL**Report by Chief Officer – Citizen, Culture & Facilities****Committee: Cultural Committee: 29 November 2021**

Subject: Cultural Elements of the Citizens, Culture & Facilities Delivery Plan 2021/22: Mid-Year Progress

1 Purpose

- 1.1** The purpose of this report is to set out the mid-year progress of the Citizen, Culture & Facilities Delivery Plan 2021/22 which is delegated to Cultural Committee. These are: Clydebank Town Hall, Arts and Heritage, and Communications.

2 Recommendations

- 2.1** It is recommended that the Committee notes the contents of this report and the progress achieved at mid-year.

3 Background

- 3.1** Each Chief Officer develops an annual Delivery Plan. This sets out actions to help deliver the Strategic Plan and address the performance challenges and service priorities identified in the planning process. The Delivery Plan also provides an overview of services and resources, including employees and budgets, sets out the performance indicators for monitoring progress and considers the relevant risks.
- 3.2** The Citizen, Culture & Facilities Delivery Plan 2021/22 was noted by this committee on 17 May 2021, and a commitment was made to submit a mid-year progress report.
- 3.3** Council continues to be central to the national Covid-19 pandemic response supporting communities. We responded quickly to the pandemic, with initial focus on maintaining essential services and protecting communities. Levels of service disruption and adjustments have varied since spring 2020 and there continue to be significant challenges facing services as we move from the response to recovery from the pandemic.

4 Main IssuesDelivery Plan

- 4.1** Full details of mid-year progress are set out in the performance progress report attached at Appendix 1 and summarised below.

- 4.2** At this mid-point of the year, of the six actions in the plan, all actions are making progress and on track for delivery by 31 March 2022.
- 4.3** Also included in the plan are six performance indicators of which four are monitored on a quarterly basis. Of these, three indicators achieved their mid-year target and one narrowly missed the target. The following paragraph details progress against the one quarterly performance indicator that failed to meet target and shows amber status.
- 4.4** Percentage of residents who feel the Council communicates well with them, marginally missed target in both quarters. However performance has improved for the same period in the previous year and continues to remain a key priority.
- 4.5** The plan does not include any Risks.

Service User Feedback – Complaints

- 4.7** A key focus in the development of the delivery plan was ensuring that customer feedback informs learning and improvement. One of the main sources of feedback is complaints data.
- 4.8** There were no complaints in relation to, Clydebank Town Hall, Arts and Heritage, and Communications between 1 April and 30 September 2021. Complaints data will continue to be monitored to identify learning opportunities.

5 People Implications

- 5.1** There are no direct people implications arising from this report.

6 Financial & Procurement Implications

- 6.1** There are no direct financial or procurement implications arising from this report.

7 Risk Analysis

- 7.1** Failure to deliver on the actions assigned to the strategic area may have a direct impact on the delivery of the Council's Strategic Plan. It is essential that remedial action is taken to ensure strategic delivery plans achieve the commitments detailed and approved.

8 Equalities Impact Assessment

- 8.1** As this report details progress on an action plan already agreed, there is no requirement for equalities screening or impact assessment.

9 Consultation

9.1 This report provides an update on the progress achieved across the strategic area, drawing from information provided by officers.

10 Strategic Assessment

10.1 The strategic delivery plan sets out actions to support the successful delivery of all 5 strategic priorities of the Council.

Malcolm Bennie
Chief Officer – Citizen, Culture & Facilities
Date: 21 October 2021


Person to Contact: **Karen Connelly**, P&S Business Partner
E-mail: Karen.Connelly@west-dunbarton.gov.uk

Appendix: Appendix 1: Citizen, Culture & Facilities Delivery Plan
2021/22: Cultural Mid-Year Progress report.


Background Papers: Citizen, Culture & Facilities Delivery Plan 2021/22


Wards Affected: All wards

CCF Cultural Delivery Plan 2021/22 mid-year progress report







	Efficient and effective frontline services that improve the everyday lives of residents
--	---

	A committed and skilled workforce
--	-----------------------------------

Action	Status	Progress	Due Date	Comment	Managed By
Review Town Hall arrangements		<div><div>20%</div></div>	31-Mar-2022	This action is progressing as planned. To date the restructure has been developed and the consultation phase has been completed. Managers are currently working on final implementation.	Amanda Graham



	Meaningful engagement with active, empowered and informed citizens who feel safe and engaged
--	--







	Strong and active communities
--	-------------------------------

Performance Indicator	Q1 2021/22					Q2 2021/22					Note	Managed By
	Value	Target	Status	Long Trend	Short Trend	Value	Target	Status	Long Trend	Short Trend		
Total number of visits to council funded and part funded museums and	2.61	1.52				4.69	2.59				The targets for this measure have been adjusted as the service continues to reopen following the pandemic	Sarah Christie

Performance Indicator	Q1 2021/22					Q2 2021/22						Managed By
	Value	Target	Status	Long Trend	Short Trend	Value	Target	Status	Long Trend	Short Trend	Note	
heritage centres (in person) per 1,000 population											restrictions.	
Number of visits to council funded or part funded museums (virtual) per 1,000 population	699.89	453.24	✅	↑	↑	800.45	457.09	✅	↑	↑	There has been continued improvement in this area in both the short and long term. The team continues to promote virtual services and focussed on growing service provision.	Sarah Christie

Action	Status	Progress	Due Date	Comment	Managed By
Progress the development of Glencairn House as an inspiring cultural hub	▶	<div><div>80%</div></div>	31-Mar-2022	This action is progressing to plan. Progress continues to be made on this element of the Glencairn House development programme. Stage two design work is complete and officers are preparing to move into the planning application phase.	Sarah Christie
Develop and launch an innovative heritage strategy, reflecting the investment in the cultural offering for the area	▶	<div><div>25%</div></div>	31-Mar-2022	This action is progressing to plan. Works ongoing with the expectation that a draft strategy will be prepared by the end of 2021/22 with a view to aligning with the new Council Strategic Plan 2022/27	Sarah Christie
Progress investment projects in Alexandria library, Clydebank museum and Dalmeir gallery	▶	<div><div>66%</div></div>	31-Mar-2022	This action is progressing to plan. Progress across capital projects continues, with some impact still felt as a consequence of the Covid 19 pandemic on planned timelines. Construction work is currently ongoing at Alexandria library with design consultants preparing the Museum plans in addition to this, the Dalmeir	Sarah Christie







Action	Status	Progress	Due Date	Comment	Managed By
				library proposal was approved at Cultural Committee in Aug 2021.	
Establish a creative cultural programme to be delivered across West Dunbartonshire's Arts & Heritage venues		<div><div>80%</div></div>	31-Mar-2022	This action is progressing to plan. Due to the impact of the Covid 19 pandemic on the capital investment projects across cultural venues the next Cultural Programme will be brought forward in 2022/23. To date, preparatory work has been undertaken to ensure successful delivery.	Sarah Christie
Develop the strategic vision and work plan for Titan crane to ensure it becomes a key heritage attraction for the area		<div><div>33%</div></div>	31-Mar-2022	<p>The Arts and Heritage team provide operational support for the Titan Crane on behalf of the Clydebank Property Company. While Cultural Committee does not have the Crane within its delegation it was felt important to reflect this ongoing work in the update on the 2022/23 Delivery Plan.</p> <p>This action is progressing to plan. Full consideration is being given to the opportunities presented by the newly developed public realm at Queens Quay. Work is on track to present a new vision and associated work plan for CPC Board approval by the year end.</p>	Sarah Christie

Performance Indicator	Q1 2021/22					Q2 2021/22						Managed By
	Value	Target	Status	Long Trend	Short Trend	Value	Target	Status	Long Trend	Short Trend	Note	
Percentage of residents who feel the Council communicates well with them	76%	78%				74%	78%				Performance is marginally below target. Communication continues to be a key priority. Over the last six months	Amanda Graham






Performance Indicator	Q1 2021/22					Q2 2021/22					Note	Managed By
	Value	Target	Status	Long Trend	Short Trend	Value	Target	Status	Long Trend	Short Trend		
											communications have been issued across a range of channels including social media, the Council website, media releases and Housing News as well as specific tailored communications, for example to parents and carers to raise awareness of Covid measures or more recently information on the new Renton Campus.	






	Open, accountable and accessible local government
--	---




	Equity of access for all residents
---	------------------------------------




Performance Indicator	Q1 2021/22					Q2 2021/22					Note	Managed By
	Value	Target	Status	Long Trend	Short Trend	Value	Target	Status	Long Trend	Short Trend		
Percentage of residents who report satisfaction with Council publications,	95%	75%				94%	75%				Target exceeded, representing significant progress made over the last two years to improve	Amanda Graham



Performance Indicator	Q1 2021/22					Q2 2021/22						Managed By
	Value	Target	Status	Long Trend	Short Trend	Value	Target	Status	Long Trend	Short Trend	Note	
reports and documents											resident satisfaction with Council publications.	




Action Status	
	Cancelled
	Overdue; Neglected
	Unassigned; Check Progress
	Not Started; In Progress; Assigned
	Completed

PI Status	
	Alert
	Warning
	OK
	Unknown
	Data Only

Long Term Trends	
	Improving
	No Change
	Getting Worse

Short Term Trends	
	Improving
	No Change
	Getting Worse

Risk Status	
	Alert
	High Risk

	Warning
	OK
	Unknown

WEST DUNBARTONSHIRE COUNCIL**Report by Chief Officer – Citizen, Culture & Facilities****Cultural Committee: 29 November 2021**

Subject: Exploring the Clydebank Town Hall moving away from being a commercial venue

1. Purpose

- 1.1** The purpose of this report is to respond to a request from the Cultural Committee to prepare a report that examined the Clydebank Town Hall moving away from being a commercially focussed service.

2. Recommendations

- 2.1.** It is recommended that the Committee:

- notes the content of this report;
- agrees that officers continue with Option 1 - the existing commercial approach but with fewer events as outlined at 4.7; and
- agrees that the additional revenue cost for the service is considered by Council in setting the revenue budget for 2022/23.

3. Background

- 3.1** At the meeting of the Cultural Committee on 23 August 2021 Committee agreed the following motion:

“That a report to come to a future Cultural Committee meeting examining options to move away from a commercially focussed venue.”

- 3.2** Clydebank Town Hall was designed by James Millar and officially opened on 4 April, 1902. Its original layout comprised reception halls, municipal offices, council chambers, a library, a court room, and a police station.
- 3.3** In the intervening years Clydebank Town Hall has undergone a number of programmes of modernisation, the first of which commenced in 1935 with the transformation of the Main Hall. In 1980 a series of inter-linked rooms within the Town Hall complex was dedicated to the addition of a museum space.
- 3.4** In 2011-2013 a £3.6m restoration and renovation project at Clydebank Town Hall was undertaken jointly by the Scottish Government, Scottish Enterprise and West Dunbartonshire Council. The project was managed by the Clydebank Rebuilt organisation and was based on a proposal to change the Town Hall into a commercially-focused venue for the Council and local area. Amongst other changes, this refurbishment created the Clydebank Museum and Gallery, the

Garden Gallery and garden, a coffee shop, as well as installed ship replicas in the atrium space.

3.5 The changes were supported by an Outline Business Case called Clydebank Civic Heart which was prepared by UK consultants Frontline in 2009. This set out a vision for a venue which generated significantly increased income from weddings and conferences with the ultimate aim of reducing costs to the Council for operating the historic building.

3.6 In March 2013 Council noted a report on the Town Hall business case and charging structure. The report highlighted that the Town Hall refurbishment project was designed to:

- upgrade the building to enable it to be utilised more widely and effectively
- supply much needed attractive space for conferences, meetings, shows and events
- increase the revenue generating potential of the Town Hall
- make the building more energy efficient
- preserve a heritage asset for use by the local community and visitors

The report highlighted that prior to the refurbishment the Council received income of approximately £58,000 from lets in the Town Hall during 2008-09. The ambition for the re-opened facility was for income of £150,000 per year. It also recorded that the development of the Town Hall as a venue would result in a significantly different type of use than previously. There was a requirement to promote a vast range of events, functions and shows at the Town Hall in order to generate income.

3.7 Since re-opening in 2013/14 the B-listed building has been considered as the Council's premier events venue, providing bespoke space for a range of corporate, civic and cultural events and also hosting a museum, gallery and coffee shop.

3.8 In May 2018 the Cultural Committee agreed a report on the Scale of Charges at the Clydebank Town Hall. As well as increasing fees to the market rate, the report also outlined the introduction of a step change in strategy to optimise the income potential of the Town Hall and reduce Council costs. This involved a clear plan to make the Town Hall a commercially successful venue that appealed to the wedding, conference and corporate event market. Following approval of this report the income target was increased as part of the annual estimates process until 2020/21 when it reached £300,000.

3.9 In February 2021 Cultural Committee agreed to invest £950,000 in a refurbishment of the building to make it a place the people of Clydebank could be proud of. In August 2021 and September 2021 Cultural Committee agreed motions that made a number of revisions to these plans.

4. Main Issues

- 4.1** The Covid-19 pandemic has caused major disruption to the hospitality industry. In the Town Hall's case this has led to numerous cancellations as well as a rescheduling of existing bookings in 2020/21 and 2021/22 into future years. In addition during these two financial years it has not been possible to promote the Town Hall to new bookings in the normal way with on-site visits and Wedding and Event fairs. As a result the current level of bookings for future years are far below what we would normally expect.
- 4.2** In addition at a Special Meeting of the Cultural Committee in July 2021 Committee agreed a motion that future bookings stop being taken at the Town Hall until all proposed refurbishment works had been completed, or until 31 December 2021. As a result officers have not been able to secure any future bookings since July 2021 for future years. A look ahead to the 2022/23 diary shows only 13 bookings at this point, and 1 booking for 2023/24. There is a risk that refurbishment works could continue into January 2022 and it is not clear at this point if that would lead to Committee extending the restriction on future bookings. Either way the position in 2022/23 and 2023/24 will be far from business as usual with regard to bookings.
- 4.3** Furthermore, the Cultural Committee directed officers in August 2021 to use the Garden Gallery room as a gallery. The Garden Gallery has been a highly desirable and popular space for weddings and other events – often for drinks and canapes between the ceremony and the reception – and is a key element of the events package offered by the venue. Removing this room from such a use to make into a gallery space reduces income opportunities for the building moving forward.
- 4.4** The Clydebank Town Hall currently has an annual income target to achieve of £300,000 per year – equivalent to approximately £6,000 per week. Given the points raised at 4.1, 4.2, and 4.3 it will not be possible to achieve this income target in the coming year/s. This presents a risk to the Council of a significant budget overspend unless steps are taken to mitigate the situation.
- 4.5** As noted in the 2021/22 Citizen, Culture and Facilities Delivery Plan, officers have undertaken a review of staffing levels at the Town Hall. This included removing the two catering assistant posts in response to the February 2021 Committee decision to replace the coffee shop with a self-service kiosk. The employees were to be supported with redeployment through the Council's SWITCH policy. Under these plans the new structure would have costed approximately £168,000 in 2022/23 which is significantly lower than previous years. If this structure had been implemented along with a revised income target of £120,000 to take account of points 4.1, 4.2, and 4.3 then there would have been a zero impact on the revenue budget to the Council in 2022/23 as illustrated in the following table:

Officer Restructure Costs/Income	2022/23
Employee costs	£168,000
Casual employee costs	£40,000
Other expenditure	£255,000
Income target	£120,000
Total budget	£343,000
Total additional cost on Council Revenue Budget	£0

- 4.6** At the Special Cultural Committee on 1 October 2021 Committee agreed a motion to re-introduce a staffed coffee shop at the Town Hall instead of the self-service option. Adding these staffing and food costs back into the Town Hall budget creates a £40,000 additional revenue cost on the Council as illustrated below:

Officer Restructure with a staffed coffee shop Costs/Income	2022/23
Employee costs	£202,000
Casual employee costs	£40,000
Other expenditure	£264,000
Income target	£123,000
Total budget	£383,000
Total additional cost on Council Revenue Budget	+£40,000

- 4.7** These financial projections assume that officers continue to operate events with a commercial focus as has been the case to date – this includes internal wedding dressing, no restrictions on advance bookings, wedding packages for multiple rooms within the Town Hall, internal bars, and dressings in the atrium and entrance hall etc. There would clearly be fewer events held in 2022/23 and 2023/24 than in previous years as a result of the impacts highlighted at 4.1, 4.2, and 4.3. This may assist to reassure the Town Hall Working Group which had concerns over the volume of events taking place in previous years. The estimated level of activity using this approach in the coming two years would be around 15 commercial wedding receptions per year, a small number of dance shows and the biannual Clydebank Musical Society performances.

Moving away from a commercial approach

- 4.8** Historically, in order to meet the annual £300,000 income target for the Town Hall officers used a number of different commercial approaches, and sought to maximise occupancy in the rooms available for hire. During 2019 and 2020 the Cultural Committee and Town Hall Working Group expressed concerns over the focus officers were giving to wedding receptions. For example, such events required considerable preparation by the Town Hall team and so employees

would often begin dressing the Main Hall for a reception two to three days before the actual event. In addition, in an effort to maximise income, officers developed and promoted a wedding package that included wedding parties using a number of rooms within the Town Hall including the Main Hall, Lesser Hall, the Garden Gallery and the Bridal Room. Officers also accommodated requests from brides and grooms to have gift tables and other displays in the Town Hall atrium to make their day more special. Concerns were raised by the Town Hall Working Group about the way this approach changed the civic nature of the building.

- 4.9** The Town Hall Working Group also indicated that it wanted to see Council teams pass responsibility for the dressing of wedding receptions to private contractors hired directly by the wedding parties. It was suggested that these contractors should set up and clear the venue on the day of the reception in order that the character of the building was not prioritised to weddings. If this was not possible due to time-pressures or other factors then in a further change the bridal party would be charged for the additional days required for set-up and clear-down. It is unlikely that contractors would be able to regularly undertake set-up and clear-away on the same day as receptions – with bookings often finishing at midnight. It would also present challenges from a Working Time Directive perspective for Council officers to be present at the venue into the early hours of the morning to supervise reception clear-away by contractors. As a result it is likely that additional days would need to be charged to the bridal party for this purpose. This is likely to make booking a wedding reception at the Town Hall expensive in comparison to other venues and for bookings to fall as a result. This will also have an impact on the commercial potential of the building. It should also be factored in that this approach will reduce the income potential for the Town Hall as officers would no longer be providing the wedding dressing service.
- 4.10** In addition feedback at the Town Hall Working Group has suggested that accommodating civic activity of the Council – such as Civic Receptions or Anniversary ceremonies – should be the priority for the Town Hall. Concerns have been raised that historic bookings in the diary from external individuals and organisations can reduce the flexibility in accommodating such events. The Town Hall Working Group has also found that the flexibility to make decisions relating to the Town Hall can be restricted by historic bookings which the Council has a contract in place to fulfil. This means that these bookings must be fulfilled before any decisions that change the strategy or approach of the Town Hall can be implemented in full. It is not clear how this could be mitigated against unless Cultural Committee wanted to introduce a new approach where no external booking could be made at the Town Hall beyond a certain date in advance – for example 6 months. This would ensure the diary was typically free to accommodate any and all civic bookings within the Main and Lesser Halls as and when required, and that Strategic decisions at Committee could be implemented within the next 12 months. Such a move would inevitably lead to a reduction in bookings and income at the Town Hall because external parties will often seek to make bookings up to two years in advance to ensure they have the date they wish.
- 4.11** The Town Hall Working Group has suggested the model of business they feel comfortable with is more similar to the civic Municipal Buildings in Dumbarton.

The Municipal Buildings only have a modest income target attached to it, linked to wedding ceremonies in the Chambers and Leven Suite in line with demand. The Working Group is similarly supporting of wedding ceremonies at the Town Hall, and believe the Ceremony Room should be exclusively protected for this purpose. Wedding receptions would also be welcomed with the caveats outlined at 4.8, 4.9 and 4.10. If this approach was to be introduced then officers estimate a realistic income target for the Clydebanks Town Hall would be approximately £53,000 per year. This is based on holding approximately 10 limited wedding receptions contained in the Main Hall only, a small number of dance shows and the biannual Clydebanks Musical Society performances. This approach would have the following £80,000 revenue impact on the Council for 2022/23.

Civic Centre/Municipal Buildings Approach Costs/Income	2022/23
Employee costs	£202,000
Casual employee costs	£10,000
Other expenditure	£264,000
Income target	£53,000
Total budget	£423,000
Total additional cost on Council Revenue Budget	+£80,000

- 4.12** It is important to highlight to Committee that the Council has a contractual obligation to deliver a number of bookings that are currently in the Clydebanks Town Hall diary. These would need to be done on the basis of the terms agreed at the time the bookings were made. Therefore if Committee wished to pursue a new approach as outlined at 4.11 then this would apply only to new bookings from the date of the Committee decision and not existing ones.

Options Appraisal

- 4.13** Officers undertook an options appraisal to consider the options available. Option 1 was to retain the commercial focus but with an anticipated reduction in the number of events, while Option 2 was to move to a civic model similar to the Municipal Buildings.
- 4.14** The options were assessed on a range of measures including fulfilment of civic commitments, empowerment of Committee to implement decisions, local resident and group demand, impact on the Council revenue budget, and employee relations. The results of the Options Appraisal are listed below and illustrate that on this criteria Option 1 was the best option to progress:

Option	Score
Option 1 (Commercial but fewer events)	125
Option 2 (Civic Centre/Municipal Buildings)	115

5 People Implications

- 5.1** There are no direct people implications arising from the recommendations of this report. Management has already undertaken a restructure that creates a smaller and more efficient team at the Clydebank Town Hall. The costs for this team have been included in projections linked to this report.

6 Financial & Procurement Implications

- 6.1** Option 1 would lead to an additional revenue cost on the Council of £40,000. In time as bookings increased it is expected that income levels will increase and this additional revenue cost could be reduced.
- 6.2** Moving to the Civic Centre approach outlined in Option 2 would lead to an additional revenue cost on the Council of £80,000. It is not expected that occupancy levels could ever be achieved at the Town Hall that would negate this revenue cost.
- 6.3** If Committee agrees to either option then the additional cost arising from the decision requires to be considered by Council in setting the revenue budget for 2022/23.
- 6.4** There are no procurement implications with this report.

7 Risk Analysis

- 7.1** There is a risk that if Committee does not lift the restriction on new bookings in January 2022 that the additional revenue cost on the Council could increase in 2022/23 beyond the figures quoted in this report.
- 7.2** There is a risk that Covid-19 restrictions could be re-introduced by the Scottish Government if there are any future spikes in infection levels. This would have a further impact on the income forecasts contained in this report and the resulting additional cost on the Council – depending on what Covid-19 funding remains available.
- 7.3** There is a risk that adding revenue cost to the Council, at the same time as underutilising a Council asset by reducing its commercial potential, could be viewed as failing to deliver Best Value.
- 7.4** There is a risk that if a clear purpose and vision for the Town Hall is not decisively agreed at Committee then its future operation could be affected. Its multi-functional nature, with hall hire, civic activity, Elected Member accommodation, museum and gallery, coffee shop, wedding ceremonies, and Committee and Council business, creates a complex and competing environment. Without a clear prioritisation then there is a risk that officers will fail to deliver upon the aspirations of Cultural Committee.

8 Equalities Impact Assessment (EIA)

- 8.1** There is minimal impact from the recommendation of the report.

- 8.2** If Committee chose Option 2, a model similar to the Municipal Buildings, Dumbarton, this could result in a reduced number of events and therefore provide fewer opportunities to access the building by the community. This could potentially have a negative impact, particularly on groups which are less likely to be digitally included and for whom physical spaces are of greater importance, such as older or disabled people.

9 Consultation

- 9.1** This report has been consulted on with Legal Services, Procurement and Finance. Officers from HR also assisted on the Options Appraisal.

10 Strategic Assessment

- 10.1** The proposals within this report are linked to the following strategic priorities:

- Efficient and effective frontline services that improve the everyday lives of residents.

Malcolm Bennie
Chief Officer – Citizen, Culture & Facilities
Date: 26 October 2021

Person to Contact: **Malcolm Bennie**
Chief Officer for Citizen, Culture & Facilities
16 Church Street
Dumbarton, G82 1QL
Malcolm.bennie@west-dunbarton.gov.uk

Appendix: **Equality Impact Assessment**

Background Papers: **N/A**

Wards Affected: **All wards**

AssessmentNo	419	Owner	mrodger	
Resource	Transformation		Service/Establishment	Communications, Culture and Communities
	First Name	Surname	Job title	
Head Officer	Amanda	Graham	Comms, TH, CEO Office Manager, CitizenCultureFacilities	
	(include job titles/organisation)			
Members	Moir Rodger, Communications Officer Ricardo Rea, Performance and Strategy Team			
	<i>(Please note: the word 'policy' is used as shorthand for strategy policy function or financial decision)</i>			
Policy Title	Clydebank Town Hall Options Appraisal			
	The aim, objective, purpose and intended outcome of policy			
	Decide on best options for sustainability of Clydebank Town Hall, thus supporting a clear purpose and vision for the building.			
	Service/Partners/Stakeholders/service users involved in the development and/or implementation of policy.			
	Services			
Does the proposals involve the procurement of any goods or services?			Yes	
If yes please confirm that you have contacted our procurement services to discuss your requirements.			No	
SCREENING				
<i>You must indicate if there is any relevance to the four areas</i>				
Duty to eliminate discrimination (E), advance equal opportunities (A) or foster good relations (F)			Yes	
Relevance to Human Rights (HR)			No	
Relevance to Health Impacts (H)			No	
Relevance to Social Economic Impacts (SE)			Yes	
Who will be affected by this policy?				
Staff, actual potential visitors/users of Clydebank Town Hall				
Who will be/has been involved in the consultation process?				
Past discussions between officers and Community Groups have note the popularity of Clydebank Hall for engagement events and community events. There is a lack of any similar facility in the Clydebank Area.				
Please outline any particular need/barriers which equality groups may have in relation to this policy list evidence you are using to support this and whether there is any negative impact on particular groups.				
	Needs	Evidence	Impact	
Age	Accessible community spaces contribute to community cohesion	Older people are less like to be digitally included, therefore physical spaces are of greater importance	Identifying a sustainable path for the town hall would be a positive impact	

Cross Cutting	Accessible community spaces contribute to community cohesion	Sharing spaces and social contact can help foster good relations and support community cohesions	Any option adopted needs to take these factor into consideration
Disability	Accessible community spaces contribute to community cohesion	Some disabled people are less likely to be digitally included Accessible spaces are therefore very important Feed back from Deaf/BSL users for example has noted a preference for this venue for engagement	Identifying a sustainable path for the town hall would be a positive impact
Social & Economic Impact	We need to consider the impact of major decisions in line with the October 2021 Statutory guidance on the Fairer Scotland Duty including items such as 'During service 'redesign/transformation'	These considerations cross cut with those above in relation to equality groups CTH sits in site of major regeneration area	Any option adopted needs to take these factor into consideration in the round
Sex			
Gender Reassign			
Health			
Human Rights			
Marriage & Civil Partnership			
Pregnancy & Maternity			
Race			
Religion and Belief			
Sexual Orientation			
Actions			
Policy has a negative impact on an equality group, but is still to be implemented, please provide justification for this.			
Will the impact of the policy be monitored and reported on an ongoing bases?			
Q7 What is your recommendation for this policy?			
Introduce			
Please provide a meaningful summary of how you have reached the recommendation			

There is minimal impact from what is being recommended in the report. If committee opted to move to a model similar to the Municipal Buildings, Dumbarton, this could result in a reduced number of events and therefore provide fewer opportunities to access the building by the community. This could potentially have a negative impact, particularly on groups which are less likely to be digitally included and for whom physical spaces are of greater importance, such as older or disabled people.

WEST DUNBARTONSHIRE COUNCIL**Report by Chief Officer – Citizen, Culture & Facilities****Cultural Committee: 29 November 2021**

Subject: Weekend opening of Clydebank Town Hall**1. Purpose**

- 1.1. The purpose of this report is to respond to a request from the Cultural Committee to examine the possibility of weekend opening at the Clydebank Town Hall, and include any potential revenue implications.

2. Recommendations

- 2.1. It is recommended that the Committee:

- notes this report;
- agrees to retain the existing opening hours of the Town Hall at this time; and
- agrees that a report comes back to Committee on this issue six months after the reopening of the refurbished Clydebank Town Hall. This would detail the visitor levels and coffee shop performance on Saturdays in the intervening period, and on this basis consider the case for Sunday opening.

3. Background

- 3.1 At the Special Cultural Committee on 7 October 2021 Elected Members agreed a motion that called for a report to be brought back to the next Cultural Committee meeting detailing options and recommendations for weekend opening hours at Clydebank Town Hall.
- 3.2 The B-listed Clydebank Town Hall incorporates elected member and office accommodation, a museum, gallery and coffee shop as well as providing bespoke space for a range of corporate, civic and cultural events.
- 3.3 The building is currently closed following the national lockdown. Prior to this, the Town Hall was open from 8.45am to 5.30pm, Monday to Friday, and 10am to 4pm on Saturday. The museum and gallery were open 10am to 4pm, Tuesday to Saturday and the coffee shop was open 11am to 1pm, Monday to Friday.
- 3.4 A £3.6m restoration and renovation project was undertaken jointly by the Scottish Government, Scottish Enterprise and West Dunbartonshire Council in 2011 to 2013 based on a proposal to change the Town Hall into a commercially-focused venue for the Council and local area, creating the Clydebank Museum and Gallery, the Garden Gallery and garden and the coffee shop. Despite these additions, the venue has subsequently struggled to attract visitors in significant numbers and to generate income from those who do attend. As a result, in the

years leading up to the pandemic officers focussed on event bookings in order to attract revenue and achieve income targets.

- 3.5** The report to Cultural Committee in November 2019 on the Town Hall refurbishment outlined a number of issues behind this lack of footfall. These included the small size of the museum and gallery which inhibited the ability to attract prestigious exhibitions on a regular basis. This meant the exhibitions that were displayed tended to be more modest and less able to attract visitors from across West Dunbartonshire and beyond. Footfall was on average less than 10 people per day and the numbers differed very little between weekdays and weekends.
- 3.6** This low footfall undermined the business case for the coffee shop which was predicated on a regular flow of visitors to the museum and gallery. With only a handful of daily customers and takings of as little as £11 per day this provided an unsustainable performance level. Staffing costs and food waste mean this represents an inefficient use of resources.
- 3.7** In addition the original Coffee Shop location between the existing Museum and Lesser Hall suffered from a lack of natural light and no view making it an ill-defined venue. This contributed to the failure to attract regular non-museum customers.
- 3.8** Committee agreed to resolve these issues in November 2019 and February 2021 by removing the coffee shop from its existing location to allow for the creation of an expanded and upgraded gallery space. This larger and more modern facility could attract more prestigious exhibitions, and in turn, higher levels of footfall to the Town Hall. In addition the coffee shop would have become a self-service facility in the more attractive garden gallery with views and easy access to the re-landscaped Town Hall garden.
- 3.9** In August and October 2021 the Cultural Committee agreed motions which changed the plans for the Town Hall. These included not accepting the concept design for the new gallery area as previously agreed, and instead proceeding with an amended design of the booth area to create a partitioned space. This partitioned space is not supported by climate control technology – as is the case in the original gallery spaces - making it unsuitable for the display of high-quality artwork. In addition the Cultural Committee and the Town Hall Working Group have also indicated that they wish to maintain largely static art exhibitions in the current Gallery 1, 2 and 4. These are to include a display of the Council's Scottish Colourist collection, the soon-to-be-purchased 20th Century Women's Artists, and a new Children's Museum. While these are undoubtedly quality displays, it is the view of officers that there is a risk that visitor numbers will fall in the medium and long-term because once an individual has seen these static exhibitions once or twice they are unlikely to return on a regular basis. Once climate control measures have been installed in the Garden Gallery, it may be possible in future to attract touring exhibitions to this space. This will not be an option in 2022/23 as there are a number of wedding bookings in the Garden Gallery throughout the year which would need to be fulfilled. With this in mind, and based on performance levels outlined at 3.5, officers ,would expect to see

around 10 additional visitors per week by opening on a Sunday in the next financial year.

- 3.10** In addition members agreed a motion to retain the coffee shop's existing location between the museum and gallery and the Lesser Hall, and to keep it staffed rather than self-service. This coffee shop layout will be smaller than the original and it is anticipated it will have a reduced seating capacity for customers. As a result officers believe there is a risk that the coffee shop performance will stay at previous levels.

4. Main Issues

- 4.1** In preparation of this report officers contacted 17 Town Halls across Scotland - including Glasgow City Halls, Greenock Town Hall, Milngavie Town Hall, and Ayr Town Hall. Of these only three were open to the public – except for event bookings - on a Saturday (Paisley Town Hall, Stornoway and Rutherglen). None were open to the public on a Sunday. Officers tried to contact a further 15 Town Halls but the venues did not answer the telephone and there was no information on their website.
- 4.2** In response to the request of Committee for officers to detail options and recommendations for weekend opening at Clydebank Town Hall, officers have settled on two possible options for consideration. It should be recognised that both would put significant pressure on the employees who would work on these Sundays. This is because on any Sunday morning after a large wedding or other event in the Main Hall there is likely to be a significant clean-up required in order to get the building ready for a public opening. Should there be any issues with the building then getting fast responses on a Sunday morning is going to be challenging and cause further anxiety for staff. This also could lead to dissatisfaction from members of the public who might visit the building and find it not at the standard they would usually expect. This hopefully illustrates the competing challenges of the building as officers attempt to provide an events space, a civic space, a museum gallery, a coffee shop, and accommodation for Elected Members and Members Services.

Option 1 – Full Opening

- 4.3** The Town Hall could move to a full 7-day-a-week operation in order that members of the public could visit the museum and gallery and the coffee shop on any given day.
- 4.4** Officers have recently finalised a new employee structure at the Town Hall. The intention was that this structure would include enough employees to cover the existing opening hours of the Town Hall. In response to a motion agreed at Cultural Committee for a staffed coffee shop, two part-time Catering Assistants will be added to the proposed structure and recruitment completed once Council has considered its budget for 2022/23 in March 2022.
- 4.5** If Elected Members wished to see a full 7-day operation then officers would need to recruit an additional number of employees to cover the extra hours, and

mitigate the risk of any complications with the Working Time Regulations 1998. In effect this would be the creation of a second operational team to work Fridays to Sundays and support the existing team. It is estimated that this would cost up to approximately £115,000 per year. There would also likely be some increase in property costs, such as utility bills. It is difficult to accurately estimate this, however, as an indicative figure the building currently costs around £200 daily for heating, lighting and electricity. As a result there would be an estimated £10,000 additional annual cost for utilities following this decision, with limited income to offset. As a result this option would require approximately £125,000 of additional costs to be added to the revenue budget being prepared for 2022/23.

Option 2 – Changed Opening Hours

- 4.6** The Town Hall Working Group has previously discussed the potential to close the building to the public on Mondays and Tuesdays in order to facilitate opening on Sundays. In considering this approach it needs to be remembered that the Town Hall provides office accommodation Monday to Friday for Elected Members and Elected Member Support Services. As a result even a closure to the public early in the week would still create a scenario where the building was operational 7-day-a-week. The full team would not be required at work when the building was closed to the public, but there would still need to be a Facilities Assistant as well as a Team Leader onsite. It is estimated that this expanded team would cost approximately £30,000 per year. In addition, closing on a Monday and Tuesday and opening on a Sunday would mean there was one less day per week than present to undertake events at the Town Hall. In addition, there would be one day less to meet event organisers on site for tours to secure future bookings. As a result there is likely to be an impact on future income targets. There would also be the previously mentioned increased property costs. In total, this option would create additional revenue costs of approximately £50,000 per year.
- 4.7** In Option 2 there would also be staffing implications as existing employees have contracts in place for Monday to Friday, and Monday to Saturday working. To move up to five employees to new work patterns would require a contractual change. It is possible that these employees may not wish to move to permanent weekend working and as such there could be employee relations issues. This might ultimately lead to employees being displaced onto the SWITCH policy to find alternative roles.
- 4.8** The background information in this report illustrates that it appears unlikely the Town Hall will see a significant sustained rise in visitor numbers following its re-opening after refurbishment. In addition, the coffee shop has been proven to incur costs which far outweigh its income and therefore any decision to extend its opening hours further would be a financial burden on the Council. As such it is recommended that the existing hours remain as these include access for the public on Saturdays to cater for residents and visitors who work during the week. Previous visiting patterns also show that there was no difference in visitor numbers on a weekday compared to a Saturday. This move would also not have any negative impact on the Council revenue budget.

- 4.9** Officers acknowledge the interest from Elected Members in exploring Sunday opening at the Town Hall, and the aspiration for it to become a busy visitor destination. Towards this ambition, officers could bring a further report to Committee six months after the re-opening of the Town Hall following refurbishment. This could explore whether visitor levels had exceeded expectations in this period, and how the coffee shop was performing. This information would then allow Committee to be in a more informed position about the case for weekend opening.

5 People Implications

- 5.1** There are no people implications with the officer recommendation.
- 5.2** If Committee wished to open on Sundays using either option outlined in the Main Issues then there would be an increased level of pressure on employees working Sunday mornings for the reasons outlined at 4.2.
- 5.3** If Committee opted for Option 1 then there would be a recruitment process to appoint an additional part-time team to cover Friday to Sunday. This is likely to involve seven posts.
- 5.4** If Committee opted for Option 2 then this would require a contractual change for up to five existing employees. The implication of this was outlined at 4.7. There would also be a recruitment process for two part-time posts to cover Monday to Wednesday operation at the Town Hall.
- 5.5** If Committee opted for Option 1 or Option 2 then these changes would need to take effect in 2022/23 to allow for the contractual discussions with employees and parallel recruitment processes.

6 Financial & Procurement Implications

- 6.1** If Committee agrees with the recommendations of this report there will be no budget implication for the Council.
- 6.2** If Committee agrees to progress with Option 1 (full opening) then there will be an estimated additional revenue cost of £125,000 per year.
- 6.3** If Committee agrees to progress with Option 2 (public closure on Mon/Tue) then there will be an estimated additional revenue cost of £50,000 per year.
- 6.4** The Cultural Committee has delegated powers to implement its functions, remit and responsibilities as detailed above. The additional revenue costs would need to be considered by Council when the 2022/23 budget is agreed in March 2022.
- 6.5** There are no procurement implications from this report.

7 Risk Analysis

7.1 There is a risk that not opening on a Sunday reduces the opportunity for those who work during the week to visit the Museum and Gallery at the Town Hall. This is mitigated by the fact that the building is open to the public on Saturdays, with limited demand, and by the fact that visitor numbers have previously been broadly the same on weekdays and on Saturdays.

7.2 There is a risk that the additional revenue cost of weekend opening may not be matched by significantly increased visitor numbers. This could lead to concerns over the Best Value of such an approach.

8 Equalities Impact Assessment (EIA)

8.1 An Equality Impact Assessment was undertaken and this highlighted that opening a public building seven days a week could be viewed as increasing access. However, opening an additional day would make only a marginal difference, given the building is already open six days and visitor numbers are limited. The equality impact has been examined and there is no impact from retaining the current position. There is a potential negative impact on one equality group, namely women, should committee move to seven day opening depending on which option is taken.

9 Consultation

9.1 This report has been consulted on with Finance, Legal and Procurement.

10 Strategic Assessment

10.1 The proposals within this report are linked to the following strategic priorities:

- Efficient and effective frontline services that improve the everyday lives of residents.

Malcolm Bennie

Strategic Lead – Communications, Culture, Communities & Facilities

Date: 25, October 2021

Person to Contact: **Malcolm Bennie**
Strategic Lead for Communications, Culture,
Communities & Facilities
16 Church Street
Dumbarton, G82 1QL
Malcolm.bennie@west-dunbarton.gov.uk

Appendix: **Equality Impact Assessment**

Background Papers: **Business case for the redevelopment of Clydebank
Town Hall – Cultural Committee November 2019**

Wards Affected: **All wards**

AssessmentNo	420	Owner	mrodger	
Resource	Transformation		Service/Establishment	Communications, Culture and Communities
	First Name	Surname	Job title	
Head Officer	Amanda	Graham	Comms, TH, CEO Office Manager, CitizenCultureFacilities	
	(include job titles/organisation)			
Members	Moir Rodger, Communications Officer Ricardo Rea, Performance and Strategy Team			
	<i>(Please note: the word 'policy' is used as shorthand for strategy policy function or financial decision)</i>			
Policy Title	Weekend opening of Clydebank Town Hall			
	The aim, objective, purpose and intended outcome of policy			
	The proposals respond to a request from the Cultural Committee to examine the possibility of weekend opening and include any potential revenue implications.			
	Service/Partners/Stakeholders/service users involved in the development and/or implementation of policy.			
	Services			
Does the proposals involve the procurement of any goods or services?			Yes	
If yes please confirm that you have contacted our procurement services to discuss your requirements.			No	
SCREENING				
<i>You must indicate if there is any relevance to the four areas</i>				
Duty to eliminate discrimination (E), advance equal opportunities (A) or foster good relations (F)			Yes	
Relevance to Human Rights (HR)			No	
Relevance to Health Impacts (H)			No	
Relevance to Social Economic Impacts (SE)			Yes	
Who will be affected by this policy?				
Staff, actual potential visitors/users of Clydebank Town Hall				
Who will be/has been involved in the consultation process?				
Discussions with staff				
Please outline any particular need/barriers which equality groups may have in relation to this policy list evidence you are using to support this and whether there is any negative impact on particular groups.				
	Needs	Evidence	Impact	
Age	Accessible community spaces contribute to community cohesion	Older people are less like to be digitally included	Identifying a sustainable path in terms of opening hours for the town hall would be a positive impact	
Cross Cutting	Accessible	Sharing spaces and	Any option adopted	

	community spaces contribute to community cohesion Any changes to opening hours needs to be clearly communicated to members of the public	social contact can help foster good relations and support community cohesions	needs to take these factor into consideration
Disability	Accessible community spaces contribute to community cohesion	Some disabled people are less likely to be digitally included Accessible spaces are therefore very important Feed back from Deaf/BSL users for example has noted a preference for this venue for engagement	Identifying a sustainable path in terms of opening hours for the town hall would be a positive impact
Social & Economic Impact	We need to consider the impact of major decisions in line with the October 2021 Statutory Guidance on the Fairer Scotland Duty	CTH sits in an area of major regeneration including 'Connecting Clydebank'	Any option adopted needs to take these factor into consideration
Sex	To consider any differential impact of women versus men in terms of employment	Relative impact on employees needs to be considered, if people are displaced by one option	Mitigation by switch policy if option 2 is selected
Gender Reassign			
Health			
Human Rights			
Marriage & Civil Partnership			
Pregnancy & Maternity			
Race			
Religion and Belief			
Sexual Orientation			
Actions			
Policy has a negative impact on an equality group, but is still to be implemented, please provide justification for this.			
Will the impact of the policy be monitored and reported on an ongoing bases?			
Q7 What is your recommendation for this policy?			
Introduce			

Please provide a meaningful summary of how you have reached the recommendation
An Equality Impact Assessment was undertaken and this highlighted that opening a public building seven days a week could be viewed as increasing access. However, opening an additional day would make only a marginal difference, given the building is already open six days and visitor numbers are limited. The equality impact has been examined and there is no impact from retaining the current position. There is a potential negative impact on one equality group, namely women, should committee move to seven day opening depending on which option is taken.