

Agenda



Cultural Committee

Date: Monday, 27 January 2020

Time: 10:00

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

Contact: Craig Stewart, Committee Officer
Tel: 01389 737251 craig.stewart@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.

Yours faithfully

JOYCE WHITE

Chief Executive

Distribution:-

Bailie Denis Agnew (Chair)
Provost William Hendrie
Councillor Karen Conaghan (Vice Chair)
Councillor John Millar
Councillor Brian Walker

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

Date of issue: 14 January 2020

CULTURAL COMMITTEE
MONDAY, 27 JANUARY 2020

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 5 – 8

Submit for approval as correct record, the Minutes of Meeting of the Cultural Committee held on 25 November 2019.

4 OPEN FORUM

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

**5 RE-DEVELOPMENT OF BRUCE STREET BATHS, 9 - 16
CLYDEBANK**

Submit report by the Strategic Lead – Communications, Culture, Communities & Facilities providing an update on activity linked to the redevelopment of Bruce Street Baths, and requesting approval to commission an external report exploring the future uses of the building.

**6 A DEDICATED MUSEUM ON CLYDEBANK'S HISTORY AND
LEGACY**

With reference to the Minutes of Meeting of the Cultural Committee held on 25 November 2019, there will be a verbal update by the Strategic Lead – Communications, Culture, Communities & Facilities in relation to this standing item of business.

7 OPERATING MODEL FOR THE CLYDEBANK TOWN HALL To follow

Submit report by the Strategic Lead – Communications, Culture, Communities & Facilities on the above.

8 NEW EVENTS FOR WEST DUNBARTONSHIRE 17 - 24

Submit report by the Strategic Lead – Communications, Culture, Communities & Facilities responding to the motion to the Cultural Committee in April 2019 by proposing how the Council could review the potential for future events and sponsorship in West Dunbartonshire.

9 TOWN TWINNING UPDATE 25 - 27

Submit report by the Strategic Lead – Regulatory Services providing an update on progress being made in relation to the friendship agreement with Letterkenny and other related matters.

10 RICHMOND STREET PREMISES To follow

Submit report on the above.

CULTURAL COMMITTEE

At a Meeting of the Cultural Committee held in the Council Chamber, Clydebank Town Hall, Dumbarton Road, Clydebank on Monday, 25 November 2019 at 10.05 a.m.

Present: Provost William Hendrie, Bailie Denis Agnew and Councillor Karen Conaghan.

Attending: Angela Wilson, Strategic Director – Transformation & Public Service Reform; Malcolm Bennie, Strategic Lead – Communications, Culture, Communities & Facilities; Alan Douglas, Legal Manager; George Hawthorn, Manager of Democratic and Registration Services; Amanda Graham, Communications, Town Hall and CEO Manager; Sarah Christie, Team Lead – Arts & Heritage; Michelle Lynn, Assets Coordinator and Craig Stewart, Committee Officer.

Apology: An apology for absence was intimated on behalf of Councillor Brian Walker.

Bailie Denis Agnew in the Chair

VARIATION IN ORDER OF BUSINESS

Having heard Bailie Agnew, Chair, the Committee agreed to vary the order of business as hereinafter minuted.

DECLARATIONS OF INTEREST

Bailie Agnew declared a non-financial interest in the item 'Business Case for Clydebank Town Hall Improvement Works' in respect of him, as former Provost, purchasing and gifting a memorial to Jane Rae, Suffragette, Singer Strike Leader and Councillor, which would be relocated to the new Clydebank Museum.

MINUTES OF PREVIOUS MEETING

The Minutes of Meeting of the Cultural Committee held on 23 September 2019 were submitted and approved as a correct record.

OPEN FORUM

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

TOWN TWINNING UPDATE AND 80TH ANNIVERSARY OF THE CLYDEBANK BLITZ

A report was submitted by the Strategic Lead – Regulatory providing an update on progress being made in relation to the proposed visit to Letterkenny and recommending the formation of a Working Group on the 80th Anniversary of the Clydebank Blitz.

After discussion and having heard the Manager of Democratic and Registration Services in further explanation and in answer to Members' questions, the Committee agreed:-

- (1) to note that the visit to Letterkenny to develop the Friendship Agreement would take place in early 2020;
- (2) to note that Bailie Agnew, Convener, and the Manager of Democratic and Registration Services would meet with Mr John Webster, Head of the Scotland Office in Ireland prior to the Letterkenny visit to discuss the Agreement and explore what support might be available; and
- (3) the establishment of a Working Group on the 80th Anniversary of Clydebank Blitz, comprising of all Members of the Cultural Committee, to discuss plans for the Anniversary in 2021.

PRESENTATION OF FOOTGOLF

A presentation of Footgolf was given by Mr Stewart Robertson at the meeting.

Following a question and answer session, Bailie Agnew thanked Mr Robertson for his interesting and informative presentation. After discussion and having heard the Legal Manager and Strategic Director, the Committee agreed that this matter would be taken forward by the appropriate officer and that a report would be considered at a future meeting of the Committee.

COMMUNICATIONS, CULTURE, COMMUNITIES & FACILITIES DELIVERY PLAN 2019/20: MID-YEAR PROGRESS

A report was submitted by the Strategic Lead – Communications, Culture, Communities & Facilities setting out progress to date in delivery of the actions detailed within the Communications, Culture, Communities & Facilities (CCCF) Delivery Plan 2019/20, these being the Clydebank Town Hall, Arts and Heritage, and Communications.

After discussion and having heard the Strategic Lead in further explanation and in answer to Members' questions, the Committee agreed to note the contents of the report.

A DEDICATED MUSEUM ON CLYDEBANK'S HISTORY AND LEGACY

A report was submitted by the Strategic Lead – Communications, Culture, Communities & Facilities presenting for approval the proposal to create a new museum and visitor attraction for Clydebank in Clydebank Library.

After discussion and having heard the Strategic Lead in further explanation of the report and in answer to Members' questions, it was agreed:-

- (1) to note Museums Galleries Scotland's support for the project;
- (2) to approve the proposal to allocate up to £575,000 from the Cultural Capital Fund for this purpose;
- (3) to approve the proposal to leverage additional funding via applications to the Museums Galleries Scotland Museum Development Fund to support associated project activity;
- (4) to authorise the commencement of a procurement exercise (tender, direct award or a mini competition) for the appointment of a contractor to deliver the Goods/Works/Services required to deliver the project(s) detailed within the report;
- (5) that this item be a standing item of business on the agenda of this Committee, in order to give regular updates on progress, etc.; and
- (6) to note the contents of the report and terms of the discussion that had taken place in relation to this matter, including timescales.

CREATING A DESTINATION GALLERY SPACE IN DALMUIR

A report was submitted by the Strategic Lead – Communications, Culture, Communities & Facilities presenting a proposal to progress developed designs to transform the existing gallery space in Dalmuir Library, with the aim of raising its profile and establishing a destination venue in the heart of Dalmuir.

After discussion and having heard the Strategic Lead in further explanation of the report and in answer to Members' questions, the Committee agreed:-

- (1) to note the outcome of the scoping exercise undertaken to inform the future operation of the Backdoor Gallery in Dalmuir;
- (2) to approve the proposal to allocate a budget of up to £15,000 from the Cultural Capital Fund for this purpose;

- (3) to approve the proposal to relaunch the Backdoor Gallery as The Dalmuir Gallery;
- (4) that appropriate signage be investigated by officers, in order to enhance and highlight the location of the Gallery, off Dumbarton Road, Dalmuir; and
- (5) that a further report would be submitted to a future meeting of the Committee making recommendations on how the existing gallery space in Dalmuir Library could be transformed into a destination gallery.

RICHMOND STREET PREMISES

Having heard Bailie Agnew, Chair, it was noted that this item had been withdrawn from the agenda and that a report in relation to this matter would now be submitted to a future meeting of the Committee.

BUSINESS CASE FOR CLYDEBANK TOWN HALL IMPROVEMENT WORKS

A report was submitted by the Strategic Lead – Communications, Culture, Communities & Facilities proposing significant improvement works within Clydebank Town Hall to maximise income and visitor opportunities.

After discussion and having heard the Strategic Lead, Assets Coordinator and Legal Manager in further explanation and in answer to Members' questions, the Committee agreed:-

- (1) to proceed with the Town Hall improvement works as outlined in this report;
- (2) that Option 2 (Hall Street) be approved with regard to the Town Hall entrance;
- (3) to approve an allocation of £1.408m from the Cultural Capital Fund for these purposes; and
- (4) that officers be authorised to enter into the appropriate tender processes for the improvement works.

The meeting closed at 11.50 a.m.

WEST DUNBARTONSHIRE COUNCIL

Report by Strategic Lead – Communications, Culture & Communities

Cultural Committee: 27 January 2020

Subject: Re-development of Bruce Street Baths, Clydebank

1. Purpose

- 1.1. This report updates Committee on activity linked to the redevelopment of Bruce Street Baths, and requests approval to commission an external report exploring the future uses of the building.

2. Recommendations

- 2.1. The Committee is invited to:
- note the contents of this report;
 - approve that an external expert is appointed to consider deliverable and sustainable options for the adaptive re-use of Bruce Street Baths;
 - that funding of up to £20,000 is allocated from the Cultural Capital Fund to pay for this activity;
 - approve that officers can proceed to go to tender for the external support; and
 - agree that a report comes back to a future Cultural Committee with recommendations on the redevelopment and future use of Bruce Street Baths.

3. Background

Bruce Street Baths

- 3.1. The Bruce Street Baths were built in the 1930s to cater for residents living in the significant number of homes in Clydebank at this time with no bathing facilities. The Bruce Street Baths were designed to replace the nearby Hall Street Baths (now demolished) which were becoming too small. The plans were approved by the Council in 1929 and the baths were opened in 1932. The baths originally housed a variety of facilities, including Turkish Baths, Russian Vapour Baths, a laundry and a massage room.
- 3.2. Much of the Baths is made from sandstone ashlar and features a 3-bay swimming pool. It closed to the public in 1994 when the Playdrome Leisure Centre opened in Clydebank.
- 3.3. The Baths are Category C listed with Historic Environment Scotland commenting that they represent a good example of former public baths. The statement of special interest goes on to say: *“The retention of the public baths façade is a reminder of the importance of this building type. The building is a significant addition to the streetscape and it was purposefully designed to match the style of*

the earlier, 1902 Municipal Buildings in Dumbarton Road (see separate listing) by the Glasgow architect James Miller. Together, the buildings form the major part of a complete block and form a coherent civic centre in Clydebank. The Baroque Revival design gives the building a distinctive appearance and the street elevation of the whole has significant streetscape value. The interior has interest in particular for its little altered swimming pool hall with decorative metal railings."

- 3.4. Since closure the Bruce Street Baths have largely remained unused although some exhibitions have been held there. The most recent of these was the Brick History event in 2017 when 7,000 visitors paid to see a collection of Lego® displays.
- 3.5. The building is currently largely wind and watertight but internally is in a state of disrepair making it unsuitable for regular public use. There is degradation to the paintwork and most fixtures and fittings; there are signs of water ingress in the original toilet block; there is no working toilet facility in the block and additional capacity may be required depending on future uses; the pool area is covered over with a temporary wooden floor that has a limited load-bearing capacity which restricts future use; there is no public access to the first-floor or the surrounding original features such as changing cubicles; assessment in relation to electrical elements will be required given that only some elements were upgraded in 2017 for the temporary exhibition; and finally there are significant heating and ventilation issues to overcome which would necessitate a full assessment given that there is no central heating within the Baths. At present the nature of the building means that without a heating solution the venue would be unsuitable for use outside of the warmer months of June to September.
- 3.6. On 5 March 2018 Council earmarked £4 million of capital funding within the budget for 2018/19 to invest in its cultural and heritage infrastructure in order to unlock regeneration, increase tourism and raise the reputation of the area. The decision recognised the fact that between 2017-22 the waterfront area at Clydebank would be transformed, and that the Council should use this opportunity to undertake and create bold and exciting projects that would help revitalise Council assets and change the perception of the local area.
- 3.7. In May 2018 the Cultural Committee noted that officers were looking to develop projects for Elected Members to consider which would enhance the historic environment, and also deliver wider social, cultural, economic and environmental benefits to the West Dunbartonshire Council area.
- 3.8. One of the projects listed for the attention of Committee was the Bruce Street Baths. Committee noted that officers would develop detailed proposals for this project and include where possible how this investment could be match-funded from external sources. It was recognised that the Baths were in a second phase of improvement works after the priority Town Hall redevelopment had been agreed. Committee approval for redevelopment of the Town Hall was given in November 2019 and so attention can now be given to the Baths.

- 3.9.** Consideration of Bruce Street Baths is also timely given the significant progress on the neighbouring Queens Quay site. Construction is currently underway across the site with housing, retail, care home, health centre and district heating facility all being designed and developed. Bruce Street will be an important pedestrian thoroughfare between Queens Quay and Clydebank town centre, and as such it is considered a priority that it is redeveloped and brought back into use. Leaving the building empty and in a poor state could have a negative effect on the visual impression of this key regeneration area. It would also fail to capitalise on opportunities presented by the influx of new residents and businesses.

4. Main Issues

- 4.1** Officers have considered a number of future uses for the building including unique events space, exhibition space, operational baths, and restaurant and bar. Narrative on the merits of each of these are discussed in the following sections.

Events space

- 4.2** The historic architecture of the Bruce Street Baths could provide a unique backdrop for events and functions such as weddings, conferences, ceremonies, music gigs, performance art, and screenings. The historic style and also the smaller size could differentiate it from the existing market demand for the larger and more traditional Main Hall within the Clydebank Town Hall. The Victoria Baths in Manchester currently operate a similar model, and there are similar successful historic events venues operating within 20 miles such as Oran Mòr, Cottiers, Saint Luke's, and Pollokshields Burgh Hall. Operating costs could be minimised because staffing would only be required when bookings were received. These could be facilitated either from the existing Town Hall team – depending on what else is on at the Town Hall – or by bringing-in additional staff as required. Further clarity is required to establish if the Baths as an events space would create new and additional demand, or if the existing demand for the Main Hall would be simply be displaced to Bruce Street Baths. Should the latter be the case then this would limit the overall income benefit to the Council. It also needs to be considered if such an events space could operate in harmony with the neighbouring Clydebank Care Home currently under construction.

Exhibition space

- 4.3** The Bruce Street Baths could serve as a unique exhibition venue given its scale and the flexibility of the interior space. Equally, however, the size of the venue presents a challenge in terms of ensuring an appropriate exhibition environment – specifically with regards light levels, temperature and humidity. To maximise the potential of any such venue, additional infrastructure improvements would need to be considered to allow for environmental monitoring and control. In addition, security considerations would also have to be made. Should this be achieved, a programme of changing exhibitions would be required to fill the space. The scale of the Council's heritage and fine art collections would not be sufficient to support a programme on the desired scale. Instead, touring and/or

loaned exhibitions from other institutions would have to be brought in, and these would have a revenue implication for the Council. Again, any such touring exhibitions would be loaned contingent on an appropriate and acceptable exhibition environment, and necessary security measures such as alarms, CCTV and security doors and windows. Exhibitions would also need to be permanently staffed by at least one to two employees in excess of the team currently in place to support the Clydebank Town Hall. This would add an additional financial burden to the Council. Although entrance-fees could be charged for touring exhibitions, it is unlikely that ticket sales would generate enough income to cover the costs. A higher admission fee in line with other major touring or temporary exhibitions could be used but this would discourage a number of local residents. Consideration also needs to be given to the fact that in November 2019 Committee agreed to invest in significantly expanding the gallery space available within the Town Hall. It is not clear if there is current visitor demand in the local area and beyond for an expanded gallery space, as well as a new large exhibition space within the Baths.

Operational baths

- 4.4** The building could be transformed back into a working public baths creating a unique visitor attraction in Scotland. While examples can be found of outdoor lidos being re-opened in the UK, there are few examples of indoor public baths returning to their original use. Newcastle's City Baths will reopen this month as a 'lifestyle venue' following a £7.5m transformation that includes a pool, Turkish Baths and spa, as well as fitness suite. Govanhill Baths raised £6.7m in 2014 and work will begin in 2020 to re-open their smaller Ladies Pool and the Learners Pool, but not the large Main Pool. Their assessment is that the Main Pool is more suited for income generation as an events space. The Victoria Baths in Manchester has secured £5m of funding to date but re-opening the pool is still a long-term aspiration. The financial model in West Dunbartonshire appears challenging because the costs of refurbishing the pool would be significant, and would struggle to demonstrate value for money. It is expected that the operating costs would exceed income and have negative implications on the Council's revenue budget. In addition the Council has recently significantly invested to build the Clydebank Leisure Centre, just metres away, to meet the needs of local residents therefore it is unclear if there would be additional demand or a displacement.

Restaurant and Bar

- 4.5** The Bruce Street Baths would provide a unique setting for a restaurant and bar. The space is large enough to provide operational flexibility, and its setting would provide a local option to new homeowners on Queens Quay, as well as existing Clydebank residents. The venue is so large it would require a significant daily flow of customers to be operationally viable. Clydebank currently has a small night-time economy and so there could be a concern regarding the demand that might exist for this sort of venue. As a public sector organisation the Council has neither the experience, skills or mandate to enter the commercial restaurant and bar business. As a result the operating model would most likely be of a franchise nature. It is believed that such a use may lead to displacement of existing

customers of local businesses to this venue, but this would need to be explored further. Consideration also needs to be given to the Licensing Board's overprovision approach which may make future permanent applications for this building more challenging.

Other options

- 4.6** In addition it is recognised that there are a number of other options that could be possible for the Baths ranging from residential accommodation, office accommodation, commercial accommodation, civic hall, retail, dance or art studio, and community asset transfer. There is also the option to 'do nothing' at this time until development of Queens Quay is more advanced, and there is a greater clarity on future opportunities.

Next steps

- 4.7** Officers would now like to commission an expert consultant to lead a study team to assess deliverable and sustainable options for the adaptive re-use of Bruce Street Baths. This would assess a long list of possible new uses and thereafter, through a process of further analysis, narrow these down to a preferred option or options. A key objective would be for the Council to obtain a clear understanding of the potential level of intervention required, and associated costs to secure a productive, functional and viable re-use. The preferred option should be practical, cost effective and appropriate to the significant and historic character of the Baths. The appraisal process would involve consultation with key stakeholders to gather options on issues, needs and opportunities to ensure that local aspirations were considered. It would also include an assessment of market demand and additionality, competitor analysis, segmentation, and demographics. This would thereafter form a future options appraisal and assist with the development of a business case. A Committee report with final recommendations would then be brought to a future Cultural Committee – most likely in October 2020.
- 4.8** It is anticipated that the cost of the external report would be under £20,000 and it is recommended that it is paid for in full from the Council's Cultural Capital Fund. Some market testing has been carried out and this it is anticipated that this is achievable for this amount

4 People Implications

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

6 Financial & Procurement Implications

- 6.1** It is the expectation of officers that this project can be delivered for less than £20,000. This would be paid in full from the Cultural Capital Fund.
- 6.2** In March 2018 the Council created a £4m Cultural Capital Fund. In January 2020 approximately £1.25m of this Fund remains unallocated. It is unknown at this

time how much any of the options outlined in this report for Bruce Street Baths could cost. This information would be reported to Committee as outlined at 4.7.

- 6.3** Depending on the final bids received, procurement will be progressed either via the Quick Quote process or in line with West Dunbartonshire Council's Best Value guidelines and a minimum of three quotes.

7 Risk Analysis

- 7.1** A number of risks have been identified:

- Research of this kind is a specific skillset and without external support development of the Bruce Street Baths proposal is likely to be compromised due to lack of in-house expertise;
- There is a risk that despite instructing external consultants this activity could be progressed to a conclusion which does not engender support from officers, elected members or the public. This risk will be mitigated by undertaking a rigorous procurement process to find the best fit professional input, working with the appointed consultant to develop a detailed and informed brief that clearly describes what the Council requires; and
- There is a risk that the Council could commission this work but that the report will identify that 'do nothing' is the most appropriate approach at this time. This risk is acknowledged but in that case the officer view would be that the report has guided the Council away from a major investment which would not have been sustainable.

8 Equalities Impact Assessment (EIA)

An Equality Impact Screening did not indicate any further action required in relation to any recommendations.

9 Consultation

- 9.1** This proposal has been consulted on with colleagues in the Town Hall, Arts & Heritage, Asset Management, Economic Development, Legal, Finance and Procurement.

10 Strategic Assessment

- 10.1** The proposals within this report support the following strategic priorities:

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

Malcolm Bennie
Strategic Lead – Communication, Culture & Communities
Date 03/1/2020

Person to Contact: Malcolm Bennie
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Background Papers: Cultural Capital Project Board Update – Cultural Committee
May 2018

Wards Affected: All

WEST DUNBARTONSHIRE COUNCIL

Report by Strategic Lead – Communications, Culture & Communities

Cultural Committee: 27 January 2020

Subject: New Events for West Dunbartonshire

1. Purpose

- 1.1.** The purpose of this report is to respond to the motion to the Cultural Committee in April 2019 by proposing how the Council could review the potential for future events and sponsorship in West Dunbartonshire.

2. Recommendations

- 2.1.** It is recommended that the Committee:
- i) note the contents of this report;
 - ii) if it wishes to pursue new events for West Dunbartonshire, agrees that officers commission an external review of potential event venues, and how best to market these to promoters;
 - iii) agrees that officers commission an external economic impact assessment on the benefits of existing events activity to West Dunbartonshire, and the potential available from future large-scale events;
 - iv) agrees that corporate sponsorship has been explored and that no significant opportunities have been identified beyond existing activity;
 - v) agrees that the £40,000 costs associated with the two reports is funded from the remaining £20,000 Cultural events budget for 2019/20 and the £25,000 budget in 2020/21; and
 - vi) agrees that a report is brought to a future Cultural Committee summarising the findings of this activity, and making further recommendations to enable Elected Members to make an informed decision.

3. Background

- 3.1** At the Cultural Committee in April 2019 a report was presented by the Strategic Director for Regeneration, Environment & Growth on events currently taking place in West Dunbartonshire and the potential for future events in the area.
- 3.2** This report outlined that the Council's existing events portfolio was made up of the Pro-am Golf competition at Dalmuir Golf Course, The Scottish Pipe Band Championships at Levensgrove Park, the Loch Lomond Highland Games at Moss O'Balloch, the Fireworks Displays at Dalmuir Park and Levensgrove Park and the Christmas Lights switch on in Alexandria and Dumbarton.
- 3.3** Committee was informed that all of the above events are subsidised by the Council, and are paid for from an annual budget allocation of £123,000. Further consultation with managers highlights that this figure does not represent the full cost to the Council, only what is coded to the Events budget. In addition, there is

additional spend, particularly relating to overtime costs for employees from a range of services including Roads, Greenspace, Waste and Facilities Management. These costs are currently budgeted for within the overtime revenue budgets for the respective services. This may not be possible to do in future following the Council decision to generate savings from reducing overtime budgets in 2019/20. As a result the existing Events budget could come under pressure to deliver the existing programme.

- 3.4** The report stated that there was no evidence before officers that there was public demand for additional events in West Dunbartonshire. This was most recently tested with the public in January 2018 during the 2018/19 budget consultation. The majority of the residents (69%) who took part in the consultation agreed that the existing events programme should be reduced to fund the budget shortfall – rather than protected. There was less clarity about which events should be removed. The table below illustrates the results:

Proposal	Agree	Disagree
Do not cease any events	31%	69%
Cease Golf Pro Am	57%	43%
Cease Christmas Lights Switch On	42%	58%
Cease Firework Displays	26%	74%
Cease Loch Lomond Highland Games	20%	80%
Cease Scottish Pipe Band Championship	17%	83%

- 3.5** The Strategic Director's report stated that the Council has a small number of available venues for commercial independently promoted paid audience concert style events. It was highlighted that none of these venues is currently designed with infrastructure for that purpose. That is not to say that they could not be used for this purpose in future, though there is likely to be a cost to develop the required infrastructure.
- 3.6** The Strategic Director highlighted that the neighbouring Glasgow area already has a large number of established venues for a variety of events. All of these have a track record and are closer to centres of population, transport networks and other amenities. Events sponsors (or promoters) in his view were unlikely to be willing to carry all of the risks involved to take forward new events in what they would regard as untested venues or locations.
- 3.7** Unlike City Centres, West Dunbartonshire does not have the density of visitor amenities (restaurants, bars, hotels) required to secure significant economic gain from events. It was unlikely that any events programme would reach the scale required to drive significant investment in the hospitality sector locally over any meaningful timescale.
- 3.8** If the Council was to undertake large-scale events it is likely that audiences would use amenities in the City Centre and commute to and from events and spend little time locally. In addition it was recognised that events are transitory and unlike new facilities they do not create any permanent asset. In terms of employment, as the number of events is not likely to be large they will not represent a source of sustainable jobs. Events organisations tend to have their

own specialist staff and/or subcontractors for the provision of skilled or high value roles. Any local employment from an events programme is more likely to be low paid and on an ad hoc 'casual' or 'gig economy' basis, with the higher value benefit from the Council's investment leaking out to other areas.

- 3.9** It was also highlighted that the Council has no dedicated events team, nor does it have any staff with recent expertise and experience in this field. Any additional events activity would, as a result, include a level of risk attached for the successful negotiation and delivery of high-profile events.
- 3.10** The Cultural Committee noted the points made in the report. In a motion, Councillors agreed that events be made a priority by the Council as a result of the social and economic benefits they bring. Committee also agreed that a report come back that outlines a way forward for events which includes establishing links with promoters with the intention of holding a major music event in West Dunbartonshire. Finally, Elected Members agreed that the lead officer with events responsibility should identify potential sponsorship for events from outside sources.
- 3.11** In August 2019 the Strategic Lead for Communications, Culture, Communities, and Facilities (CCCF) assumed responsibility for existing events run by the Council.
- 3.12** Following discussions with the Convener, the Strategic Lead for CCCF approached three major promoters – two from Scotland and one from England – to see if they were interested in exploring using the Council's venues in future. The invitations were sent in August 2019 and since then none of the promoters has responded.

4. Main Issues

Venue assessment

- 4.1.** To have the best opportunity for success in attracting experienced and knowledgeable music and event promoters to West Dunbartonshire, it is important the Council has a detailed understanding of its venues – particularly around their current suitability and future potential. The venues that have previously been identified for event purposes are:
- Balloch Country Park
 - Levensgrove Park
 - Moss O'Balloch
 - Dalmuir Park
 - Clydebank Town Hall
- 4.2.** As has been previously stated, there are no officers in the Council with recent knowledge and experience of staging large scale events, nor who know what infrastructure, facilities and amenities are required to make them a success. As a result, it is proposed that the Council engages with a third-party to undertake such a review on our behalf. This review would assess all our venues, and

determine their appropriateness for large scale events, and the desirability that promoters would see in such venues. This work would also advise on how best to market the venues to leading promoters, and determine the estimated income that could be expected in return for providing the venues.

- 4.3. Crucially this activity will also outline what a promoter would expect from the Council with regard to Traffic Impact Assessments, Community Impact Assessments, Environmental Impact Assessments, Licenses, Risk Assessments and Event Plans. It should be recognised that much of this regulation was not in place when the Council previously hosted large scale music events. It should also be recognised that the team of officers which previously organised this activity on behalf of the Council has been disbanded. As a result it is likely that officers will need to bring forward recommendations for how the organisation undertakes this regulation activity should Committee wish to progress. It is inevitable that will either involve the creation of new role/s or the use of external consultancy to provide the required capacity and expertise.
- 4.4. This external assessment and information would inform Committee ahead of a future decision. It could also be used to inform future discussions with promoters, and equip officers with the essential details to provide promoters with a level of reassurance about the professionalism of our approach and offer.
- 4.5. It should be recognised that many of the firms capable of delivering this work will be heavily involved in preparing for and delivering major events in 2020. As a result it is unknown at this time what capacity the organisations will have for this sort of consultancy until after the busy summer season.

Economic assessment

- 4.6. The report to Committee in April 2019 highlighted a number of concerns from the Strategic Director about the financial benefit that would follow from running major events in West Dunbartonshire. In the agreed motion Committee noted these concerns, but called for events to be prioritised due to their social and economic benefit.
- 4.7. It is noted that the most recent research commissioned by the Council into the Scottish Pipe Band Championships estimated that £1.7 million was brought to the West Dunbartonshire economy in 2013. This independent survey showed that for every £1 invested by the Council in hosting the event, the Championships achieved a return of £27.85 of net additional expenditure into the local economy, and £11.36 into the national economy.
- 4.8. It is clear that there is a difference between financial costs to the Council, and wider economic and social benefits to the local area. The research above illustrates that while there is a cost to the Council to host the Scottish Pipe Band Championships, the wider area benefits from expenditure by those visiting the area for that event. It should be acknowledged, as was stated in the original report, that this benefit will be a 'one-off', and because of that it will not lead to any significant change in the local economy. For example, hotels in West

Dunbartonshire will not create new permanent employee roles because of a high demand one or two weekends of the year.

- 4.9.** Based on the current model, any expansion of the events programme is likely to have a direct or indirect cost for the Council. Given this it is recommended that the Council seeks an independent economic assessment of the benefits achieved to West Dunbartonshire from the existing events programme, and also an outline estimate of what could follow from any additional major music events. This would then enable officers to present an informed report for Committee on the costs and benefits that would follow from an increased future events schedule in West Dunbartonshire. Without such an assessment it is not possible for officers to advise the Committee on the monetary benefits or otherwise of this activity. To deliver this financial assessment it is proposed that the Council engages with a third-party with a specialist knowledge and research skills.

Sponsorship assessment

- 4.10.** Officers within the Council's Corporate Communications service currently source sponsorship for the annual Provost's Civic Awards, and the annual Employee Recognition Awards. These typically amount to payments of around £1,500 for sponsoring individual awards, and higher amounts for headline sponsorship of the events themselves. The team have been successful at sourcing such sponsorship largely because the Council has a number of key partners – such as Wheatley Group and West College Scotland - who are keen to be associated and support such positive local activity. The total income brought in for 2018/19 from these two events was approximately £18,000. It is the view of officers that this commitment represents the limit of the sponsorship available from these key partners, and that they would be unlikely to sponsor the Council beyond these two award events.
- 4.11.** With regards to smaller events, on only one occasion in the past decade has sponsorship been secured for the West Dunbartonshire Pro-Am. It is the view of officers that there would be no external interest in sponsorship of the Christmas Lights switch-on events. The recent 2019 Monte Carlo Rally start event also proved challenging to secure sponsorship with more than 25 companies approached, and no interest shown. Sponsorship of £2,250 was finally secured from existing Council suppliers rather than any external companies looking for an opportunity to promote their brand. Sponsorship of the two annual firework events is untested and officers could explore this in 2020/21 if Committee agreed.
- 4.12.** Previous attempts to attract more significant sponsorship for the Council's major events has also proved challenging. The Scottish Pipe Band Championship has had no main sponsor for a decade. This is for a number of reasons. These include that a fee for a sponsorship of this type would be in the region of £5,000 to £10,000 and no Council partner or local business has shown a desire or capacity to provide such a significant one-off fee. In addition the event does not have the same strong ties to the local community, and so represents more of an opportunity for a corporate sponsor on a regional or national level. Such corporate sponsorship is a multi-million pound industry in Scotland, with plans

developed and committed up to 18 months in advance. In addition major brands such as this typically agree to medium-term relationships with events – lasting two to three years - that they believe fit with their corporate image. Such clients are not interested in providing what is effectively a small one-off donation following an ad-hoc approach, and instead expect the provider to identify something that has real brand value to them. This means that a concerted and professional approach is required to be successful in the sponsorship marketplace.

- 4.13.** Corporate sponsorship also requires a detailed knowledge of the legal arrangements for advertising and sponsorship contracts. Corporate sponsors will seek a contractual warranty that the Rights Holder has all relevant rights and the ability to enter into the proposed sponsorship agreement. Negotiations will also extend to a range of other areas such as title rights, designations, advertising, branding, corporate hospitality rights, approval rights, duties on the Rights Holder, reimbursement rights if the sponsor requirements are not met, filming rights, intellectual property rights, termination, duration and renewal.
- 4.14.** The Council does not have any officers with the knowledge and experience of attracting corporate sponsorship, or of concluding corporate sponsorship agreements. As a result, if Committee seriously wished to pursue further sponsorship opportunities, then it would be proposed that the Council engages a specialist sponsorship consultancy firm to review our existing events opportunities. The agency would produce a report that indicated clearly the potential revenue that could be achieved from sponsorship, the potential costs to the Council, the methods by which corporate sponsorship would be pursued, and the areas where the Council needed to strengthen to seriously compete for corporate sponsorship. Committee has previously indicated there is no desire to see the Council operate as a promoter of events in the future, only to provide the venue. As such there would be no sponsorship opportunities from any new major events hosted by the Council because the Rights Holder would be the promoter rather than the Council. As a result any review of sponsorship would be restricted to existing events rather than those that could come to West Dunbartonshire in future.
- 4.15.** Given the information outlined above, and the fact that such a review would cost up to £10,000, it is recommended that the Council limits its pursuit of sponsorship to existing activity.

Overview

- 4.16.** It is the view of officers that there would be considerable benefit in being able to bring back a wide-ranging report to Committee that included details on a promoter assessment of our venues, and the financial cost/benefits of events activity. Officers would then use this information to present a report that provided a clear, robust and sustainable way forward for events provision in West Dunbartonshire. Elected Members would also have significantly more information than is currently available to make their final decisions.

5 People Implications

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

6 Financial & Procurement Implications

- 6.1** Officers need to undertake a tendering process to identify the costs linked to the recommendations in this proposal. However engagement with the market suggests the following costs are likely to be incurred:

Project	Cost
Events Venue Assessment	Up to £30,000 (indicative estimate)
Economic Assessment of Events Activity	Up to £10,000 (indicative estimate)
Total	Up to £40,000

- 6.2** It is recommended that funding for this investment comes from the Cultural Events budget which has approximately £20,000 remaining in 2019/20, and £25,000 in 2020/21. This budget was created by the Administration in March 2017 as seed money to invest in attracting events of cultural significance and bring inward investment to the local economy. This activity would meet this ambition comprehensively.
- 6.3** All procurement activity carried out by the Council under £10,000 will be taken forward through the sourcing of at least three quotes and ideally six. Any activity above £10,000 will follow the Council's established Quick Quote process.

7 Risk Analysis

- 7.1** There is a risk if additional assessments are not undertaken that officers and Elected Members will not have the necessary information to make informed decisions, or be able to take appropriate steps to deliver on a changed events programme. This could lead to a use of public funds that does not meet the best value standard.
- 7.2** There is a risk that external professional organisations will not show interest in the consultancy work that is required by the Council. This has been mitigated by approaches to several firms in advance to test the appetite and outline costs. The hardest to conclude is likely to be the Events Venue Assessment activity.
- 7.3** There is a risk that the Council invests £40k in commissioning reports that ultimately illustrate that there is no market for additional significant events to be run in West Dunbartonshire. Given the report previously submitted by the Strategic Director of Regeneration, Environment and Growth this is acknowledged as a possibility. The benefit of receiving the reports would be to

test this situation and also avoid the Council investing funds and time in future in trying to attract interest, or in staging events that may not be successful for a number of reasons.

8 Equalities Impact Assessment (EIA)

- 8.1 An Equality Impact Screening did not indicate any further action required in relation to any recommendations.

9 Consultation

- 9.1 This proposal has been discussed with officers from Finance, Legal, Corporate Communications, Procurement, Economic Development, Facilities Management, Greenspace, Roads, Licensing and Environmental Health. Representations have also been made to Creative Scotland, Event Scotland and a number of professional firms. The recommendations also include an intention to go out to public consultation to gather support for the changes to the events activity.

10 Strategic Assessment

- 10.1 The proposals within this report support the following strategic priorities:
- A strong local economy and improved employment opportunities
 - Efficient and effective frontline services that improve the everyday lives of residents.

Malcolm Bennie

Service Lead – Communication, Culture & Communities

Date: 09 January 2020

Person to Contact:	Malcolm Bennie, Strategic Lead for CCC Council Offices, 16 Church Street, Dumbarton, G82 1QL, telephone: 01389 737 187, email: Malcolm.bennie@west-dunbarton.gov.uk
Background Papers:	Administration Budget 2018-19 to Council on 5 March 2018. Report by Strategic Lead, Communications, Culture and Communities to Council on 5 March 2018 on the 2018-19 Budget Consultation Results
Wards Affected:	All

WEST DUNBARTONSHIRE COUNCIL

Report by Strategic Lead - Regulatory

Meeting of the Cultural Committee: 27 January 2020

Subject: Town Twinning Update

1. Purpose

- 1.1** To provide the Committee with an update on progress being made in relation to the friendship agreement with Letterkenny and other related matters.

2. Recommendations

- 2.1** The Committee is asked to:

- (a) agree a date for the visit to Letterkenny to discuss the development of the Friendship Agreement; and
- (b) note the contents of the report.

3. Background

- 3.1** At its meeting on 23 September 2019, the Cultural Committee noted that a communication had been received from the Mayor of Letterkenny inviting Members of the Committee to meet with him in Letterkenny to discuss the development of the Friendship Agreement. The following dates have now been proposed: 30/31st January 2020, 6/7 February 2020, 12/13th March 2020, 19/20 March 2020 and 26/27 March 2020.

4. Main Issues

- 4.1** The Manager of Democratic and Registration Services has been in communication with Donegal County Council to identify possible dates for the proposed visit to Letterkenny. A number of dates in 2020 have been proposed as stated in paragraph 3.1 above and as soon as a date is confirmed, arrangements will be made for Members of the Committee and the Manager of Democratic and Registration Services to travel to Letterkenny.
- 4.2** As reported to the Committee in November, Bailie Agnew and the Manager of Democratic and Registration Services met with Mr John Webster, Head of Scotland Office, Ireland on 20 December to discuss the friendship agreement with Letterkenny. The meeting was very positive and concluded by Mr Webster offering free use of his offices in Dublin to enable West Dunbartonshire to promote its businesses in Ireland. Accordingly, details of Mr Webster's offer have been passed to the Strategic Lead – Regeneration to consider.

- 4.3** As a result of communications between the Polish Consul General in Scotland and the Royal Scottish National Orchestra RSNO, the Convener and the Manager of Democratic and Registration Services met with the Chief Executive of the RSNO on 19 December 2019 to discuss a possible concert to commemorate the 80th Anniversary of the Clydebank Blitz to be held in Clydebank in March 2021. The meeting was very positive and it was agreed that the RSNO would carry out a site visit of possible venues in Clydebank early in the New Year.

5. People Implications

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

6. Financial and Procurement Implications

- 6.1** There are no further financial implications arising from the recommendations of the report as all costs associated with the visit to Letterkenny have been reported and approved by the Committee in November 2019.

7. Risk Analysis

- 7.1** There are no significant 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 development of town twinning activity could have some real educational and cultural benefits for those citizens who participate in such events and the promotion of West Dunbartonshire through these twinning or friendship links could potentially generate some economic benefit to area through increased tourism.

Name:	Peter Hessett
Designation	Strategic Lead - Regulatory
Date:	9 January 2020

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

Appendices: None.

Background Papers: None

Wards Affected: None.