

Agenda



Cultural Committee

Date: Monday, 28 May 2018

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 Diane Docherty (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: 16 May 2018

CULTURAL COMMITTEE

MONDAY, 28 MAY 2018

AGENDA

1 APOLOGIES

2 DECLARATIONS OF INTEREST

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

3 MINUTES OF PREVIOUS MEETING 5 - 6

Submit for approval as a correct record, the Minutes of Meeting of the Communications, Museums & Cultural Development Committee held on 13 September 2017.

4 OPEN FORUM

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

5 SCALE OF CHARGES - CLYDEBANK TOWN HALL AND 16 CHURCH STREET, DUMBARTON 7 - 18

Submit report by the Strategic Lead – Communications, Culture & Communities outlining a proposed scale of charges for Clydebank Town Hall and the civic space at 16 Church Street, Dumbarton.

6 ACQUISITION, DISPOSAL & COLLECTIONS DEVELOPMENT POLICY 19 - 32

Submit report by the Strategic Lead – Communications, Culture & Communities presenting to Committee for approval West Dunbartonshire Council's Acquisition, Disposal & Collections Development Policy.

7 /

7 COMMUNICATIONS, CULTURE & COMMUNITIES 33 - 80
DELIVERY PLAN

Submit report by the Strategic Lead – Communications, Culture & Communities presenting the year-end progress for 2017/18 and 2018/19 Delivery Plan.

8 TOWN TWINNING 81 - 84

Submit report by the Strategic Lead – Regulatory informing of current town twinning links and activity in West Dunbartonshire and seeking the Committee's views on whether these links should be developed.

9 CULTURAL CAPITAL PROJECT BOARD UPDATE 85 - 87

Submit report by the Strategic Lead – Communications, Culture & Communities providing an update on the progress of the Cultural Capital Programme Board and current projects being considered for delivery.

10 EVENTS To follow

Submit report by the Strategic Lead – Environment & Neighbourhood on Events.

COMMUNICATIONS, MUSEUMS & CULTURAL DEVELOPMENT COMMITTEE

At a Meeting of the Communications, Museums & Cultural Development Committee held in the Council Chambers, Clydebank Town Hall, Dumbarton Road, Clydebank on Wednesday, 13 September 2017 at 10.00 a.m.

Present: Bailie Denis Agnew, Provost William Hendrie and Councillors Diane Docherty and Brian Walker.

Attending: Angela Wilson, Strategic Director – Transformation & Public Service Reform; Malcolm Bennie, Strategic Lead – Communications, Culture and Communities; Ronnie Dinnie, Strategic Lead – Environment and Neighbourhood; Alan Douglas, Legal Manager; and Craig Stewart, Committee Officer.

Apology: An apology for absence was intimated on behalf of Councillor Martin Rooney.

Bailie Denis Agnew in the Chair

DECLARATIONS OF INTEREST

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

OUTLINE STRATEGIC DIRECTION FOR CULTURAL COMMITTEE

A report was submitted by the Strategic Lead – Communications, Culture and Communities seeking approval of an outline strategic direction and broad principles for the Committee.

After discussion and having heard the Chair, Bailie Agnew, and the Strategic Leads and Strategic Director in further explanation of the report and in answer to Members' questions, the Committee agreed:-

- (1) to note the terms of the discussion that had taken place in respect of this matter;
- (2) to approve its outline strategic direction and broad principles;
- (3) to request that Council consider shortening the Committee name to Cultural Committee; and

(4) otherwise to note the terms of the report.

The meeting closed at 11.27 a.m.

DRAFT

WEST DUNBARTONSHIRE COUNCIL**Report by Strategic Lead Communications, Culture and Communities****Cultural Committee: 28 May 2018**

Subject: Scale of Charges – Clydebank Town Hall and 16 Church Street**1. Purpose**

- 1.1** The purpose of this report is to outline a proposed scale of charges for Clydebank Town Hall and the civic space at 16 Church Street. The charging structure will help the Council to deliver buildings that provide a cultural and civic focal point on a financially sustainable basis.

2. Recommendations

- 2.1** The Committee is asked to:

- Agree the new scale of charges as outlined at Appendix A and Appendix B
- Agree a new discount scheme for both buildings

3. Background

- 3.1** The B-listed Clydebank Town Hall is 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 café. In 2011-2013 a £3.6m restoration and renovation project at the Town Hall was undertaken jointly by the Scottish Government, Scottish Enterprise and West Dunbartonshire Council. This was based on a proposal to change the Town Hall into a commercial venue for the Council and local area.
- 3.2** The Town Hall is open to the public and regularly staffed from 8am to 6pm Monday to Friday, and 9.30am to 5pm on Saturday. Events space can currently be hired seven-days-a-week until midnight or 1am, subject to licensing. Excluding the museum costs, the annual cost of operating the building was circa £515,000 including staffing and in 2017/18 the Town Hall income was £184,233, meaning the Council effectively subsidised costs by £330,767. The income includes revenue from event bookings, the Town Hall café and the income received from the external caterer for food and bar services. Of the total income received, £33,898 of this was through internal recharges from other Council departments and therefore just £150,335 was actual income into the Council. A number of the external bookings were subsidised by the Council through the 50% discount on room bookings offered to all charities and community groups. This often led to the Council actually incurring costs for bookings because the income received did not cover the cost of staffing the evening and weekend events.

- 3.3** The Strategic Lead for Communications, Culture and Communities has set the Town Hall service with a target of breaking-even by 2020/21. Attempts to date to establish the Town Hall as a commercially successful venue have not been successful for a number of reasons. Firstly, the operation of the Town Hall needs to be more efficient with a better use of the available staffing to avoid additional overtime costs. Secondly the Town Hall asset needs to be marketed more actively to attract conferences and corporate events to complement the busy wedding bookings. Thirdly, the discounts available to a varied number of community groups and charities are commercially challenging, particularly at weekends and prevent rooms and halls from being used by positive income generating bookings such as weddings. Fourthly, the existing scale of charges from 2014, although subject to a 4% annual increase, has proven to be set at too low a level for such an important asset and needs reviewed to allow the service to generate appropriate income levels. Action is now being taken on all these fronts.
- 3.4** The new Dumbarton office at 16 Church Street is scheduled to open in May 2018 to employees. It is an office building that incorporates civic space which will be available for hire from August 2018 for internal, corporate or community events. The building will be open and staffed from 7am to 7pm Monday to Friday. The rooms can be hired during these times or outwith by arrangement.
- 3.5** A new management team has been introduced at the Town Hall with a focus on marketing the building and space to a wider audience, and increasing income. Already to date progress has been made on streamlining the operating costs for the building, and generating increased revenue. The same management team will have responsibility for the new Dumbarton office. There is a desire for a new complementary charging structure to be introduced for both venues to recognise the quality of these venues and provide a degree of parity across the area. The ambition is to build an income stream for the new Dumbarton office to offset some of the costs of operating what is predominantly an office building. As previously stated the aspiration for the Town Hall, which is predominantly an events venue, is that it becomes cost neutral to the Council.
- 3.6** The proposals contained in this report will support the future direction of the Town Hall and any investment plans brought forward to Committee. Proposals are currently being developed to further enhance the building and increase its appeal to residents across West Dunbartonshire and beyond.

4. Main Issues

Clydebank Town Hall

- 4.1** The Town Hall has never come close to recording a profit since reopening in 2013 and there has been no review of charges over the last four years to

reflect the current marketplace. The only amendment made during this time has been the agreed 4% uplift in charges applied annually. The operating costs, particularly on staffing, far outweigh the income that is brought in by the venue. This means that local taxpayers are effectively subsidising every booking that is made at the Town Hall. It is recognised that in order to meet costs and ensure that the building is sustainable for the future, external income must be significantly increased.

- 4.2** The Town Hall currently has a complex mix of arrangements for venue hire; these are confusing and adversely impact the venue's ability to generate additional income. Comparator analysis was undertaken on commercial and local authority venues in Glasgow, Renfrew, Argyll and Bute and East Dunbartonshire and costs for hiring venues of similar stature to the Town Hall, are comparable or more expensive. This is notwithstanding the additional discount which many groups and individuals are currently entitled to apply for.

Weekend events, predominantly weddings and musical shows are heavily booked. On average the Grand Hall and Reception Hall run at 60%+ capacity on Friday and Saturday evenings during the year with May-Aug running at 80%- 90% capacity. However there is significant under capacity within the Town Hall during weekdays and working hours and the proposals within this report aim to mitigate this and encourage increased use.

- 4.3** In order to meet the aspirations for the Town Hall and ensure it is sustainable for the future, a new charging structure is proposed. The proposed scale of charges outlined in Appendix A are designed to ensure pricing is competitive and therefore the venue remains an attractive prospect, while also achieving higher levels of income. The new charging arrangements will ensure constituted community groups have access to the facility at lower rates during normal operating times 8am – 6pm, Monday to Friday, whilst providing scope to manage larger commercial events, weddings and social gatherings at market rates in the evenings and at weekends.

Community groups may wish to use the Town Hall outwith the normal operating times and can do so at the market rates which reflect the building operating costs including additional staffing. In addition, groups can also easily apply for funding through CVS to help supplement costs such as room hire. The proposed scale of charges is outlined at appendix A.

16 Church Street

- 4.4** The new office at 16 Church Street incorporates flexible civic space which can be hired in smaller sections or as a large room which can accommodate up to 200 people. A number of community groups previously used the Burgh Hall building which sat on the site but during the two years of construction of the

NDO have found alternative venues including the Concord Centre which can accommodate sporting activities as well as provide meeting space. For some of these groups, the Concord Centre may better accommodate their needs. The space within the new Dumbarton office is likely to appeal to groups seeking meeting space or a conference venue as well as others attracted by the acoustic qualities which may make it suitable for recitals or similar musical events.

- 4.5** The office will be open from 7am to 7pm as standard and constituted community groups and charities will have the opportunity to hire the space at a lower rate during these times. Outwith this, similar to Clydebank Town Hall, market rates will apply to ensure additional operational costs, particularly staffing, are met. As outlined above, community groups can seek assistance from CVS to apply for funding to assist with costs such as room hire. The proposed scale of charges is outlined at Appendix B.

Charging

- 4.6** It is proposed that the existing room hire charges at Clydebank Town Hall are increased by 25% to reflect the market. The revisions proposed in the scale of charges would allow Clydebank Town Hall to help to meet operating costs and ensure rates are both competitive and within reach of local organisations.

At the Clyde Room, which is the smallest booking space accommodating up to 26 people, this would equate to an increase of £6 from £22 per hour to £28 (including VAT). For the largest room, accommodating up to 300, this would equate to an increase of £18 from £70 per hour to £88.

A charge would be introduced for the hire of the bridal room of £18 per hour for those not booking a package. The wedding package price of £1600 will remain unchanged.

For 16 Church Street the smallest room booking, accommodating up to 12 people, can be hired at £14 per hour. For the entire civic space, accommodating up to 200 people, the charge would be £68 per hour.

In addition to the room booking hourly rates, an additional charge of £45 per hour would be payable for hiring the rooms on Saturday, Sunday or on a public holiday. This additional charge would be payable on Sunday and public holidays at Clydebank Town Hall to reflect the fact the building is currently open on a Saturday. The minimum hire at these times would be for a period of three hours to make the booking viable.

Grant Scheme for Community Groups

- 4.7** On 27 March 2013 and in a subsequent motion and addendum on 8 May 2013 members of the Housing, Environment and Economic Development Committee agreed to allocate £20,000 to introduce a Grant Scheme for

Community groups resident in West Dunbartonshire. The allocation was for a single year but groups have continued to benefit in subsequent years. This grant scheme applies to Clydebank Town Hall and Denny Civic Theatre. The guidance for this scheme is listed below:

- i. 'Not for Profit' Community Groups - 'Not For Profit' being the term used to describe the collection of non-governmental organisations that are value driven and principally reinvest their surpluses to further social, environmental or cultural objectives for the benefit of their members and others within the community. This includes voluntary and community organisations, charities, social enterprise, co-operatives, mutual and housing associations.
- ii. Theatrical/musical groups or organisations based within West Dunbartonshire who have registered charitable status and are formally constituted. Grants will cover 50% of hall hire costs for putting on shows or productions for the benefit of local audiences within West Dunbartonshire.
- iii. Disability groups or organisations based within West Dunbartonshire who have registered charitable status and are formally constituted or are local branches of national disability charities and local 'not for profit' community groups. Grants will cover 50% of hall hire costs for meetings

- 4.8** As previously stated the Town Hall currently faces significant financial challenges, and these are shared by the Council too which is predicted to face further funding reductions in the coming years. In addition, funding to charity and community groups for venue hire is widely available so the impact of any price changes can be negated. Furthermore, the Council already provides free alternative booking space at its libraries to such groups, and low cost bookings at the many Community Centres operated by WD Leisure. As a result it is proposed that a new discount scheme is introduced. Under these proposals constituted community groups and charities would be offered a 25% discount on bookings during normal operational hours, Monday to Friday, at both the Town Hall and new Dumbarton office.

In addition, it is proposed to offer our two most prominent local charities, one single free four-hour let per calendar year with the choice of a night time hire, Monday to Friday at Clydebank Town Hall or daytime hire, Monday to Friday at the new Dumbarton office. It is established practice that the Children's Hospice Association Scotland and St Margaret's Hospice, are supported on an alternate rolling basis through the Provost Civic Awards event. It is proposed that in line with this approach, the offer of the free hire is extended to these two charities.

5. People Implications

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

6. Financial and Procurement Implications

- 6.1** A step change in strategy is required to optimise the income potential of the Town Hall and negate the need for the Council to supplement the building running costs. The revised charges, together with increased commercial awareness of the Town Hall's offer, are aimed at reaching a position where the venue is cost neutral. A significant number of bookings have already been confirmed for 2018/19 at current rates and therefore the benefits of the revised charging structure will not be fully realised until 2019/20. We would forecast a 15% uplift in income in 18/19 as a result of these revised charges. There is no procurement impact from this report.

7. Risk Analysis

- 7.1** The Council is required to ensure best value for Council tax payers. Failing to implement a cost-effective charging structure for both buildings would have a significant financial impact for the Council.

8. Equalities Impact Assessment (EIA)

- 8.1** An equalities impact assessment has been undertaken and no further action is required.

9. Consultation

- 9.1** The proposed scale of charges detailed in this report was developed through consultation with officers from the strategic service area and also taking cognisance of the charging structures in place at a number of similar venues in West Dunbartonshire and surrounding authority areas.

10. Strategic Assessment

- 10.1** The activities and improvement actions outlined in this report will contribute to the Council's strategic priority of efficient and effective frontline services that improve the everyday lives of residents.

Malcolm Bennie
Strategic Lead
Communications, Culture and Communities

Date: 28 May 2018

Person to Contact: Amanda Graham
Communications Co-ordinator
Communications, Culture and Communities
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Appendices:

Charging Report - Appendix A
Charging Report - Appendix B
Equalities Impact Assessment - Appendix C

Background Papers:

None

Wards Affected:

None

APPENDIX A

Clydebank Town Hall 2018/19



	2017/18 hourly rate	New hourly rate
Grand Hall <i>Capacity up to 300</i>	£70	£88
Changing Rooms	£28	£35
Lesser Hall <i>Capacity 160</i>	£54	£68
Garden Gallery	£54	£68
Ceremony Suite <i>Capacity 60</i>	£47	£59
Bridal suite		£18
Clyde Room <i>Capacity: Meeting: 26</i>	£22	£28

Wedding package rate of £1600 remains in place for 2018/19

Above rates may be subject to change dependent on nature of function

The Grand Hall can be hired for a minimum of three hours

Functions requested for a Sunday or a Public Holiday can be hired for a minimum of three hours for a fee of £45 per hour in addition to the rates above.

APPENDIX B

16 Church Street



	New hourly rate
Civic Space <i>Capacity up to 200</i>	£68
South Training Room <i>Capacity 50</i>	£38
North Training Room <i>Capacity 24</i>	£26
Meeting rooms <i>Capacity up to 12</i>	£14

Above rates may be subject to change dependent on nature of function

Requests to hire the space on a Saturday, Sunday or Public Holiday will be subject to a fee of £45 per hour in addition to the rates above. Bookings will be for a minimum of three hours.

AssessmentNo	83	Owner	acoulthard	
Start Date	16/05/2018	Status	Approved	
Resource	Transformation		Service/Establishment	Communications
	First Name	Surname	Job title	
Head Officer	Amanda	Graham	coordinator - communications	
Members	Moira Rogers - Press Officer			
	<i>(Please note: the word 'policy' is used as shorthand for strategy policy function or financial decision)</i>			
Policy Title	Charging Policy			
	The aim, objective,purpose and intended out come of policy			
	policy will define a scale of Charges for Clydebank Town Hall and New Dumbarton Office			
	Service/Partners/Stakeholders/service users involved in the development and/or implementation of policy.			
	Internal development with input from resources colleagues			
Who will be affected by this policy?				
	All individuals and groups who require to hire civic space from West Dunbartonshire Council			
Who will be/has been involved in the consultation process?				
	The communications team have developed the policy based on research and officer knowledge. Disucssions at committee will identify any further activity, if required.			
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				
Cross Cutting	A number of community groups had previously used the Burgh Hall building which sat on the site but during the two years of the construction have found alternative venues including the Concord Centre which can accommodate sporting activities as well as provide meeting space. A number of these groups may feel that the Concord can better accommodate their needs.	Charges levied by similar venues, including Partick Town Hall, the Victoria Halls and Johnstone Town Hall, for the hire of their grand/main halls, are higher than at Clydebank Town Hall.	Implementing a consistent charging policy across civic space in west dunbartonshire ensures equitable access for all residents.	
Disability	In West Dunbartonshire this is	Disability groups or organisations	The new civic space at	

	not the case with 23.1% of the population reporting long-term activity-limiting health problems or disabilities. Having civic space in both Dumbarton and Clydebank will be a great benefit to disabled residents with shorter distances to travel to access civic venues.	based within West Dunbartonshire who have registered charitable status and are formally constituted or are local branches of national disability charities and local 'not for profit' community groups are eligible for a 25% discount on hire during normal operational hours.	the Dumbarton Town Centre Office will foster good relations with disabled residents who are unable, through their disability, to travel long distances to either Clydebank or Dumbarton.
Social & Economic Impact			
Gender			
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 basis?
Q7 What is your recommendation for this policy?
Introduce
Please provide a meaningful summary of how you have reached the recommendation
Consistent charging for civic space in Clydebank and Dumbarton ensures equity for all residents. Provision of the civic space at 16 Church Street also ensures better access for residents in the West of the authority.

WEST DUNBARTONSHIRE COUNCIL

Report by Strategic Lead – Communications, Culture & Communities

**Cultural Committee
28 May 2018**

Subject: Acquisition, Disposal & Collections Development Policy

1. Purpose

- 1.1. The purpose of this report is to present to Committee for approval West Dunbartonshire Council's Acquisition, Disposal & Collections Development Policy.

2. Recommendations

- 2.1. The Committee is invited to note the contents of this report and attached paper and approve the policy.

3. Background

- 3.1. Clydebank Museum and Art Gallery holds Accredited Museum Status. As part of the Accreditation process, the museum is required to have in place an Acquisitions and Disposal policy.
- 3.2. The Acquisitions and Disposal policy is subject to a five year review. This policy supersedes the Acquisitions and Disposal policy 2012.
- 3.3. Key changes since the last policy review include:
 - Change of title to encompass Collections Development
 - Additional context in section 1 regarding the relationship of the policy to wider WDC policies and plans
 - Status of the Sewing Machine Collection and Singer Archive as a Recognised Collection of National Significance made clear in section 4: Themes and priorities for future collecting
 - Reference to the Museum Association Code of Ethics is made in section 5: Themes and priorities for rationalisation and disposal
- 3.4. The Acquisition, Disposal & Collections Development Policy describes the scope of the Council's collections and its acquisitions priorities. It also defines circumstances under which ethical disposal from the collection may be allowed, and the criteria for this, in line with the Museums Association Disposal Toolkit, and Code of Ethics 2015. In addition, the Joint Statement on Unethical Sale from Museum Collections published by the Museums Association, Museums Galleries Scotland, Heritage Lottery Fund, Art Fund and others is referenced.

- 3.5. To maintain accreditation Clydebank Museum and Art Gallery is required to submit an Accreditation return, including its up-to-date Acquisition, Disposal & Collections Development Policy.

4. Main Issues

- 4.1. Approval of the Acquisition, Disposal & Collections Development Policy is required in support of Clydebank Museum and Art Gallery's Accredited Museum status. The reviewed policy, attached as Appendix 1 follows the Museums Association's best practice template.
- 4.2. Accredited Museum status enables Clydebank Museum and Art Gallery to access external funding, loans from other public collections, and to maintain the Recognised Collection of National Significance status of The Sewing Machine Collection and Singer Archive.
- 4.3. The policy seeks to ensure transparency in the acquisition and/or disposal of collection objects.
- 4.4. The policy provides an overview of the Council's existing collections and describes its collecting priorities going forward. Themes and priorities for future collecting include: sewing machines and sewing machine related items; shipbuilding; industrial history; geological/archaeological objects; and fine art.
- 4.5. The policy describes the circumstances under which disposal of collection objects may take place, and the procedures to be followed. No disposal from the collection is anticipated in the life of the policy.
- 4.6. The policy outlines guiding principles for the collection of objects, and additional factors that could impact on any decision to collect. Such factors include the collecting policies of other museums and organisations collecting in related fields; import/export issues; and transfer of ownership.

5. People Implications

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

6. Financial & Procurement Implications

- 6.1. There are no financial or procurement implications associated with this report.

7. Risk Analysis

- 7.1. Should approval not be granted, there is a risk that Clydebank Museum and Art Gallery's may lose its Accredited Museum status which carried the following associated risks:
- i. a direct negative financial impact on the delivery of Heritage Services including exclusion from external funding streams.

- ii. loss of Recognised Collection status for The Sewing Machine Collection and Singer Archive and with it exclusion from external funding streams
- iii. potential for reputational damage to WDC.

7.2. Accredited Museum status is also conditional to securing external loans from public collections.

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. The proposed Acquisition, Disposal & Collections Development Policy has been developed by the Team Leader Heritage with specialist input from officers within the service.

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
- Open, accountable & accessible local government

Malcolm Bennie
Service Lead – Communication, Culture & Communities
Date 08/05/2018

Person to Contact:	Gill Graham Manager Libraries & Cultural Services Libraries & Cultural Services HQ 19 Poplar Road Dumbarton G82 2RJ Tel: 01389 608042 E-mail: gill.graham@west-dunbarton.gov.uk
Appendix:	WDC Acquisition, Disposal & Collections Development Policy
Background Papers:	Equalities Impact Assessment Screening Museums Association Code of Ethics for Museums 2015: https://www.museumsassociation.org/download?id=1155827 Museums Association Disposal Toolkit; https://www.museumsassociation.org/download?id=1075416

Joint Statement on Unethical Sale from Museum Collections:
<https://www.nationalarchives.gov.uk/documents/archives/museums-association-statement-march-2015.pdf>
A Code of Practice on Archives for Museums and Galleries
in the United Kingdom
<http://www.archivesandmuseums.org.uk/scam/code.pdf>

Wards Affected:

All

**Clydebank Museum and Art Gallery
Acquisition, Disposal and Collections Development Policy
2017-2022**



Name of museum: Clydebank Museum and Art Gallery

Name of governing body: West Dunbartonshire Council

Date on which this policy was approved by governing body:

Policy review procedure: The collections development policy will be published and reviewed from time to time, at least once every five years.

The collections development policy will be published and reviewed from time to time, at least once every five years.

Date at which this policy is due for review: 2022

Museums Galleries Scotland will be notified of any changes to the collections development policy, and the implications of any such changes for the future of collections.

1. Relationship to other relevant policies/plans of the organisation:

- 1.1. The museum's statement of purpose is:
Clydebank Museum and Art Gallery will preserve, conserve and promote access to West Dunbartonshire Council's collections, developing and celebrating them, promoting learning and creativity while ensuring access for all.
- 1.2. The governing body will ensure that both acquisition and disposal are carried out openly and with transparency.
- 1.3. By definition, the museum has a long-term purpose and holds collections in trust for the benefit of the public in relation to its stated objectives. The governing body therefore accepts the principle that sound curatorial reasons must be established before consideration is given to any acquisition to the collection, or the disposal of any items in the museum's collection.
- 1.4. Acquisitions outside the current stated policy will only be made in exceptional circumstances.
- 1.5. The museum recognises its responsibility, when acquiring additions to its collections, to ensure that care of collections, documentation arrangements and use of collections will meet the requirements of the Museum Accreditation Standard. This includes using SPECTRUM primary procedures for collections management. It will take into account limitations on collecting imposed by such factors as staffing, storage and care of collection arrangements.
- 1.6. The museum will undertake due diligence and make every effort not to acquire, whether by purchase, gift, bequest or exchange, any object or specimen unless the governing body or responsible officer is satisfied that the museum can acquire a valid title to the item in question.

- 1.7. The museum will not undertake disposal motivated principally by financial reasons

2. History of the collections

- 2.1 The collections held by West Dunbartonshire Council are extremely varied, reflecting the merger of the collections of Clydebank and Dumbarton District Councils with some items incorporated from the former Strathclyde Regional Council.

3. An overview of current collections

3.1.1 Clydebank Legacy Collection

The legacy collection of Clydebank District Council is largely focussed on local industry.

3.1.1.1 Sewing Machine Collection and Singer Archive (Recognised Collection)

The collection includes a 801 sewing machines dating from the 1850s through to the 1980s. This is the second largest publicly accessible collection of sewing machines in the world, after the Smithsonian Institution, Washington, USA. This collection includes Singer machines as well as the company's technological and copyright archive, comprising of many more early machines, including two very rare Lancashire Machines and the only complete Singer Number 1 machine in the world. The collection houses many other rare and collectable models. There is also a substantial collection of instruction books and nineteen thousand technical drawing parts cards.

3.1.1.2 John Brown/Beardmore

The shipbuilding industry is represented by ship building tools, photographs, ship models and ephemera.

3.1.1.3 Tullis

The Tullis factory is represented by laundry equipment.

3.1.1.4 Industrial Ephemera

The collection includes tools and ship models that represent other local industries and places of work.

3.1.1.5 Social History

Social history is a less substantial part of the Clydebank legacy collection. However, there are various social history objects ranging from clothing to identity cards, and cameras.

3.1.2.6 Fine Art/Silver

The Clydebank legacy collection includes trophies and launch memorabilia.

3.1.2 Dumbarton Legacy Collection

The legacy collection of Dumbarton represents many aspects of the town and former county of Dunbartonshire's social, geological and industrial heritage.

3.1.2.1 Social History

Social history is well represented in the Dumbarton legacy collection and consists of everyday items dating from the nineteenth century to the present day.

3.1.2.2 Industrial History

Local industry, from ship building to glass making, is well represented in the Dumbarton legacy collection. There are several, extremely rare, glass walking sticks from local glass making factories and other items.

3.1.2.3 Geology/Archaeology

The collection includes approximately 100 samples of local geology as well as some local archaeological and biological samples. The archaeological and biological samples are placed on long term loan at the Hunterian Museum in Glasgow.

3.1.2.4 Fine Art/Silver

There is a well-established Fine Art collection, comprising of c. 400 pieces. There is also a substantial collection of silverware.

4. Themes and priorities for future collecting

4.1 Sewing Machines and Sewing Machine Related Items (Recognised Collection).

West Dunbartonshire Council's Sewing Machine Collection and Singer Archive has been designated by Museums Galleries Scotland as a Recognised Collection of National Significance. With the second largest publically accessible sewing machine collection in the world the museum will continue to collect sewing machines which are not currently represented in the collections and will add to the significance of the collections on a national and international scale. Donations of other items and ephemera which directly relate to Singer and the Sewing Machine Collection and which are currently not represented in the collections will continue to be accepted. These donations will be accepted on the advice of the professionally qualified officer.

4.2 Shipbuilding

The Council will no longer accept shipbuilding tools into the collection as this area is well represented. However, the Council will collect social history items related to shipbuilding and the lives of ship builders and their families.

4.3 Industrial History

Due to storage and exhibition and interpretation constraints, the Council will no longer actively collect large industrial equipment. The exception to this will be the Polaroid Collection which has recently been donated to the collections. The council will collect artefacts relating to Polaroid and its manufacturing facility in the Vale of Leven where the donations fill gaps in the collection and provide further context to the collection.

4.4 Geological/Archaeological Objects

Geological specimens will be added to the Collection to fill gaps that may exist. Archaeological specimens will also be accepted providing there is the expertise and facility to care for these appropriately.

4.5 Fine Art

The Acquisitions Panel, including the Council's museum professional, will recommend to the Strategic Director of Transformation and Public Sector Reform, or the Council (dependent on levels of delegated authority) the purchase of fine art as appropriate. Fine art will not be purchased without advice being provided by the Council's museum professional.

4.6 Silver

Silver will not be actively sought for the collection due to conservation and storage issues. In exceptional circumstances items may be acquired with the permission of the Strategic Director of Transformation and Public Service Reform or the Council's museum professional as his/her representative.

5. Themes and priorities for rationalisation and disposal

5.1 The museum does not intend to dispose of collections during the period covered by this policy.

For the period covered by this policy disposal is not a priority. Throughout the period covered by this policy disposal will only be undertaken for safety or care and conservation reasons, such as spoliation and infestation, once remedial conservation has been explored. Any such disposal will only be undertaken following appropriate curatorial review, in line with the Museums Association Code of Ethics for Museums.

6 Legal and ethical framework for acquisition and disposal of items

6.1 The museum recognises its responsibility to work within the parameters of the Museum Association Code of Ethics when considering acquisition and disposal.

7 Collecting policies of other museums

7.1 The museum will take account of the collecting policies of other museums and other organisations collecting in the same or related areas or subject fields. It will consult with these organisations where conflicts of interest may arise or to define areas of specialism, in order to avoid unnecessary duplication and waste of resources.

7.2 Specific reference is made to the following museum(s)/organisation(s):

Scottish Maritime Museum, Denny Tank, Dumbarton.

8 Archival holdings

As the museum holds archives, including photographs and printed ephemera, its governing body will be guided by The Code of Practice on Archives for Museums and Galleries in the United Kingdom (3rd ed. 2002)

9 Acquisition

9.1 The policy for agreeing acquisitions is:

The museum will not acquire items simply as assets. All items need to have a long-term purpose and use and we will acquire items honestly and responsibly. We will recognise the interests of the people who made, used, owned and collected or gave items in the collections.

The museum will take into account the following principles when collecting:

- Connection to the people of West Dunbartonshire
- Desirability for display
- Connection with existing collections
- Suitability for use in learning and visitor programmes
- Contribution to research and understanding
- The condition of the item. Items should be in good condition or only require minimal conservation.
- Any conditions attached with accepting the item
- Whether the object would be better placed with another accredited museum.

We take into account the collecting policies of other museums and organisations, collecting in the same related areas or subject fields. See section 7.2 for a list of museums and organisations. We will exercise due diligence when accepting offers of donation or purchase by verifying ownership and will reject any item with dubious provenance.

9.2 The museum will not acquire any object or specimen unless it is satisfied that the object or specimen has not been acquired in, or exported from, its country of origin (or any intermediate country in which it may have been legally owned) in violation of that country's laws. (For the purposes of this paragraph 'country of origin' includes the United Kingdom).

9.3 In accordance with the provisions of the UNESCO 1970 Convention on the Means of Prohibiting and Preventing the Illicit Import, Export and Transfer of Ownership of Cultural Property, which the UK ratified with effect from November 1 2002, the museum will reject any items that have been illicitly traded. The governing body will be guided by the national guidance on the responsible acquisition of cultural property issued by the Department for Culture, Media and Sport in 2005.

10 Human remains

- 10.1 The museum does not hold or intend to acquire any human remains.
- 11 Biological and geological material
- 11.1 So far as biological and geological material is concerned, the museum will not acquire by any direct or indirect means any specimen that has been collected, sold or otherwise transferred in contravention of any national or international wildlife protection or natural history conservation law or treaty of the United Kingdom or any other country, except with the express consent of an appropriate outside authority.
- 12 Archaeological material
- 12.1 The museum will not acquire archaeological material (including excavated ceramics) in any case where the governing body or responsible officer has any suspicion that the circumstances of their recovery involved a failure to follow the appropriate legal procedures.
- 12.2 In Scotland, under the laws of bona vacantia including Treasure Trove, the Crown has title to all ownerless objects including antiquities, although such material as human remains and environmental samples are not covered by the law of bona vacantia. Scottish material of chance finds and excavation assemblages are offered to museums through the treasure trove process and cannot therefore be legally acquired by means other than by allocation to *[museum name]* by the Crown. However where the Crown has chosen to forego its title to a portable antiquity or excavation assemblage, a Curator or other responsible person acting on behalf of the *[name of governing body]*, can establish that valid title to the item in question has been acquired by ensuring that a certificate of 'No Claim' has been issued on behalf of the Crown.
- 13 Exceptions
- 13.1 Any exceptions to the above clauses will only be because the museum is:
- acting as an externally approved repository of last resort for material of local (UK) origin
 - acting with the permission of authorities with the requisite jurisdiction in the country of origin
- In these cases the museum will be open and transparent in the way it makes decisions and will act only with the express consent of an appropriate outside authority. The museum will document when these exceptions occur.
- 14 Spoliation
- 14.1 The museum will use the statement of principles 'Spoliation of Works of Art during the Nazi, Holocaust and World War II period', issued for non-national museums in 1999 by the Museums and Galleries Commission.

- 15 The Repatriation and Restitution of objects and human remains
- 15.1 The museum's governing body, acting on the advice of the museum's professional staff, if any, may take a decision to return human remains (unless covered by the "*Guidance for the Care of Human Remains in Scottish Museums*" issued by MGS in 2011"), objects or specimens to a country or people of origin. The museum will take such decisions on a case by case basis; within its legal position and taking into account all ethical implications and available guidance. This will mean that the procedures described in 16.1-5 will be followed but the remaining procedures are not appropriate.
- 16 Disposal procedures
- 16.1 All disposals will be undertaken with reference to the SPECTRUM Primary Procedures on disposal, the Museums Associations Disposal Toolkit and the Museums Association's Code of Ethics, 2015. No disposals will be undertaken if they do not meet the ethical criteria set out in the above documents. The museum will evaluate the consequences of a disposal deemed to be unethical in the above criteria, these include:
- Loss or damage of public trust in all museums
 - Adverse publicity and long term negative perceptions of museums
 - Loss of Accredited status
 - Disciplinary action from the MA
- Curatorial staff and the governing body must take into account the Joint Statement on Unethical Sale from Museum Collections, published by the Museums Association, Museums Galleries Scotland, Heritage Lottery Fund, Art Fund and others.
- The governing body will ensure that the disposal process is carried out openly and with transparency.
- 16.2 The governing body will confirm that it is legally free to dispose of an item. Donors of items must be taken into account. This may result in the item being returned to the donor or the descendants of the donor. If the item is disposed of by sale this may result in a proportion of the sale proceeds being returned to the donor or a descendant.
- 16.3 When disposal of a museum object is being considered, the museum will establish if it was acquired or conserved with the aid of an external funding organisation. In such cases, any conditions attached to the original grant will be followed. This may include repayment of the original grant and a proportion of the proceeds if the item is disposed of by sale.
- 16.4 When disposal is motivated by curatorial reasons the procedures outlined below will be followed and the method of disposal may be by gift, sale, exchange or as a last resort - destruction.
- 16.5 The decision to dispose of material from the collections will be taken by the governing body only after full consideration of the reasons for disposal. Other factors including public benefit, the implications for the museum's collections and collections held by museums and other organisations collecting the same material or in related fields will be considered. Expert advice will be obtained and the views of stakeholders such as

donors, researchers, from local and source communities and others served by the museum will also be sought.

- 16.6 A decision to dispose of a specimen or object, whether by gift, exchange, sale or destruction (in the case of an item too badly damaged or deteriorated to be of any use for the purposes of the collections or for reasons of health and safety), will be the responsibility of the governing body of the museum via West Dunbartonshire Council's Cultural Committee, acting on the advice of professional curatorial staff, if any, and not of the curator or manager of the collection acting alone.
- 16.7 Once a decision to dispose of material in the collection has been taken, priority will be given to retaining it within the public domain. It will therefore be offered in the first instance, by gift or sale, directly to other Accredited Museums likely to be interested in its acquisition.
- 16.8 If the material is not acquired by any Accredited museum to which it was offered as a gift or for sale, then the museum community at large will be advised of the intention to dispose of the material normally through a notice on the MA's Find an Object web listing service, an announcement in the Museums Association's Museums Journal or in other specialist publications and websites.
- 16.9 The announcement relating to gift or sale will indicate the number and nature of specimens or objects involved, and the basis on which the material will be transferred to another institution. Preference will be given to expressions of interest from other Accredited Museums. A period of at least two months will be allowed for an interest in acquiring the material to be expressed. At the end of this period, if no expressions of interest have been received, the museum may consider disposing of the material to other interested individuals and organisations giving priority to organisations in the public domain.
- 16.10 Any monies received by the museum governing body from the disposal of items will be applied solely and directly for the benefit of the collections. This normally means the purchase of further acquisitions on the recommendation of the museum curatorial staff. In exceptional cases, improvements relating to the care of collections in order to meet or exceed Accreditation requirements relating to the risk of damage to and deterioration of the collections may be justifiable. Any monies received in compensation for the damage, loss or destruction of items will be applied in the same way. Advice on those cases where the monies are intended to be used for the care of collections will be sought from the Museums Galleries Scotland.
- 16.11 The proceeds of a sale will be ring-fenced so it can be demonstrated that they are spent in a manner compatible with the requirements of the Accreditation standard. Money must be restricted to the long-term sustainability, use and development of the collection.
- 16.12 Full records will be kept of all decisions on disposals and the items involved and proper arrangements made for the preservation and/or transfer, as appropriate, of the documentation relating to the items concerned, including photographic records where practicable in accordance with SPECTRUM Procedure on deaccession and disposal.

Disposal by exchange

- 16.14 The nature of disposal by exchange means that the museum will not necessarily be in a position to exchange the material with another Accredited museum. The governing body will therefore ensure that issues relating to accountability and impartiality are carefully considered to avoid undue influence on its decision-making process.
- 16.14.1 In cases where the governing body wishes for sound curatorial reasons to exchange material directly with Accredited or non-Accredited museums, with other organisations or with individuals, the procedures in paragraphs 16.1-6 will apply.
- 16.14.2 If the exchange is proposed to be made with a specific Accredited museum, other Accredited museums which collect in the same or related areas will be directly notified of the proposal and their comments will be requested.
- 16.14.3 If the exchange is proposed with a non-Accredited museum, with another type of organisation or with an individual, the museum will place a notice on the MA's Find an Object web listing service, or make an announcement in the Museums Association's Museums Journal or in other specialist publications and websites.
- 16.14.4 Both the notification and announcement must provide information on the number and nature of the specimens or objects involved both in the museum's collection and those intended to be acquired in exchange. A period of at least two months must be allowed for comments to be received. At the end of this period, the governing body must consider the comments before a final decision on the exchange is made.

Disposal by destruction

- 16.15 If it is not possible to dispose of an object through transfer or sale, the governing body may decide to destroy it.
- 16.16 It is acceptable to destroy material of low intrinsic significance (duplicate mass-produced articles or common specimens which lack significant provenance) where no alternative method of disposal can be found.
- 16.17 Destruction is also an acceptable method of disposal in cases where an object is in extremely poor condition, has high associated health and safety risks or is part of an approved destructive testing request identified in an organisation's research policy.
- 16.18 Where necessary, specialist advice will be sought to establish the appropriate method of destruction. Health and safety risk assessments will be carried out by trained staff where required.
- 16.19 The destruction of objects should be witnessed by an appropriate member of the museum workforce. In circumstances where this is not possible, eg the destruction of controlled substances, a police certificate should be obtained and kept in the relevant object history file.

WEST DUNBARTONSHIRE COUNCIL

Report by Strategic Lead – Communications, Culture & Communities

Cultural Committee: 28 May 2018

Subject: Communications, Culture & Communities Delivery Plan 2018/19

1 Purpose

The purpose of this report is to present to members the year end progress for 2017/18 and 2018/19 Delivery Plan for Communications, Culture & Communities

2 Recommendations

- 2.1** It is recommended that the Committee:
- Note the 2018/19 Delivery Plan and
 - Note progress made on delivery of the 2017/18 plan

3 Background

- 3.1** In line with the strategic planning & performance framework each Strategic Lead has developed an annual delivery plan for 2018/19. This plan sets out actions to address key priority areas and issues identified through the service planning process as well as actions to deliver the Council's strategic objectives. It also provides an overview of services and resources, including employees and budgets, and considers relevant risks.

4 Main Issues

- 4.1** The Communication, Culture & Communities Delivery Plan for 2018/19 (appendix 1) details key achievements, areas of challenge and the priority strategic areas for delivery over the coming year with associated actions, performance indicators and risks detailed. Each strategic delivery plan has a supporting annual workforce plan, which is developed to highlight and plan for the management of key workforce issues which are necessary to fully support the delivery of the plan.
- 4.2** These workforce issues are anticipated to have significant implications in terms of organisational change, resource planning, resource profiling, skill mix, training and development and restructuring. The workforce plan sits as an appendix to the Delivery Plan 2018/19.
- 4.3** Progress against each plan is monitored monthly by the management team of the service and reported on a quarterly basis through the performance monitoring and review group meetings chaired by the Chief Executive. Each

Strategic Lead also presents a mid-year progress report on actions in November of each year.

- 4.4 The year end performance report (appendix 2) details the delivery of actions over the year and available performance indicators for the 2017/18 year. The narrative on each action describes any challenges or mitigations required if it has not been delivered as planned.
- 4.5 Not all year end performance data is available at this point in the year. Some data are sources from external sources or require to be verified and validated – such as those related to costs. All available performance data will be published as part of Council's annual public performance reporting.

5. People Implications

- 5.1 There are no direct people implications arising from this report. Any workforce implications arising from the Delivery Plan are detailed in the workforce plan.

6. Financial & Procurement Implications

- 6.1 There are no direct financial or procurement implications arising from this report. All commitments will be delivered through existing resources as described in the financial resources section of the plan.

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 Screening and Impact Assessments will be carried out on specific activities as required.

9. Consultation

- 9.1 The Delivery Plan detailed in this reported was developed through consultation with officers from the strategic service area.

10. Strategic Assessment

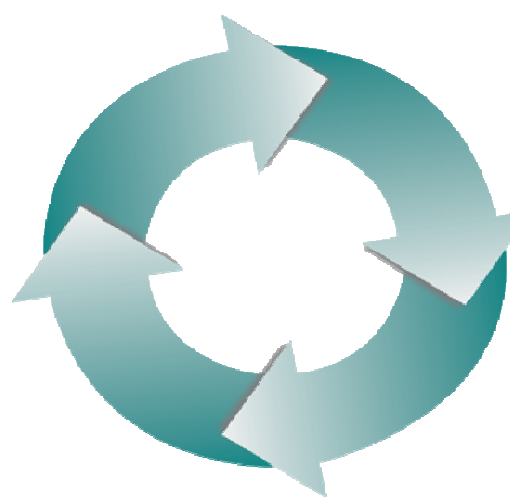
- 10.1 The strategic delivery plan sets out actions to support the successful delivery of the strategic priorities of the Council.

Malcolm Bennie

Service Lead – Communication, Culture & Communities

Date: 10 May 2018

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Appendix:	Appendix 1: Communication, Culture & Communities Delivery Plan 2018/19 Appendix 2: Communication, Culture & Communities Year End report 2017/18
Background Papers:	None
Wards Affected:	All



Communication, Culture and Communities Delivery Plan 2018/19

Index

1.Objective and Priorities	3
2.Overview & Profile	4
3.Performance Review.....	5
4.Strategic Assessment	11
5. Corporate Information	14
6.Resources.....	17
7.Risks	18
Appendix 1 – Structure Chart.....	21
Appendix 2: Action Plan 2018-19.....	21
Appendix 3: Quality Standards.....	
Appendix 4: Communications, Culture & Communities Workforce Plan 2017-2022	

1. Objective and Priorities

The Communications, Culture and Communities (CCC) Service has a great opportunity to make a difference every day, and improve the lives of the residents of West Dunbartonshire. During 2018/19 we will deliver excellent customer services which fully respond to the demands of our communities. We will support our services to be the best by providing robust, reliable performance information to underpin continuous improvement. We will deliver high-quality library and cultural services which enhance our communities and allow our residents to explore, interact, learn and imagine. We will deliver first-class corporate communications which inform, educate and change the behavior of our residents for the benefit of all.

Our 2018/19 Key Priorities:

- Introduce the new strategy and structure for the Libraries and Cultural Services to establish a more efficient, fit for purpose team and estate, and deliver improved performance on a number of key national indicators
- Successfully deliver on the approved major investment in the infrastructure of our libraries and cultural venues to make them modern and attractive places for our residents
- Deliver effective, efficient and fully integrated services for our residents by enhancing telephone and digital channels to meet resident demand, improve responsiveness, and provide 24/7 access to transactional services
- Establish the Performance and Strategy team as an essential business intelligence service which provides data analysis and interpretation to improve performance, and helps shape services and the Council for the future
- Enhance the Council's Communications by introducing professional standards, increasing engagement with communities through digital channels and campaigns, and generating income
- Create a new more efficient operating model for the Town Hall and generate improved levels of income and satisfaction

Our CCC Purpose:

- To deliver excellent and essential services to residents and colleagues as efficiently as possible

Our CCC Ethos:

- Make it happen
- Make a difference

2. Overview & Profile

The CCC Delivery Plan provides a review of our key achievements in 2017/18, sets out our strategic priorities for 2018/19, and highlights the key activities that will be progressed to meet those priorities. CCC is one of 8 strategic service areas for the Council, responsible for:

Libraries and Culture

The Libraries & Cultural Services team manages eight public libraries, five school libraries and the mobile library service. It operates Clydebank Town Hall Gallery, Heritage Centres, and the Backdoor Gallery. The service also manages the schools' Instrumental Music Service, Youth Music Initiative and creative learning opportunities in arts and music. The team delivers all exhibitions in the area and manages the Council's collections and archives. Through programmes of activities in libraries and schools the team also supports the Council ambition to make learning accessible to all residents.

Customer Services

The team is responsible for most frontline service delivery, covering face-to-face requests at our One Stop Shops, telephone requests through the Contact Centre, the Council's website, and enquiries via social media. The team is also responsible for management of the Council complaints process. As part of our ambition to centralise and improve communication the team are also now responsible for telephone enquiries for Benefits, Council Tax and telephone contact for Repairs & Maintenance. The team also provide access to the Scottish Welfare Fund for Community Care Grants and Crisis Payments. Money Advice services are provided to the residents of West Dunbartonshire via information workers based within our One Stop Shops. In addition the team is now leading the Council's channel shift and digital transformation activity.

Performance & Strategy

The Performance & Strategy team provides strategic planning and performance support to the Council. This includes providing a business partner to all Strategic Leads, leading the use of benchmarking, delivering a comprehensive continuous improvement exercise for all services not subject to statutory regulation, and ensuring a consistent approach in the development of strategies and plans which deliver on the objectives of the Council. The team is also responsible for strategic consultation and engagement, and the telephone survey and citizens panel activity. Responsibility for the corporate equalities agenda and supporting Community Planning West Dunbartonshire also sit within this team.

Corporate Communications

The Corporate Communications team provides information on Council services to ensure that residents, employees, stakeholders and media are fully informed. The team designs, plans and manages campaigns to change behaviour, improve the local area and enhance the lives of local residents, and delivers projects that save or generate the Council money. In addition the team protects the reputation of the Council, and leads the Council's use of social media to raise the profile of the organisation and better communicate with local residents.

The team incorporates the Chief Executive's office and is also responsible for employee engagement activity through the Senior Manager Network, staff bulletin, intranet and emails. The team supports the employee recognition activity and the employee survey, manages Clydebank Town Hall and leads on the delivery of corporate events and VIP visits.

3. Performance Review

In 2017/18 the CCC service delivered a number of key achievements on behalf of the Council:

Libraries & Cultural Services

- Undertook £500,000 improvement works at Clydebank Library in phase one of the branch upgrade
- Oversaw renovations at Dalmuir and Balloch Libraries, and commissioned activity at remaining branches
- Secured a 4-star visitor attraction status for Clydebank Museum from Visit Scotland
- The Early Years Learning Programmes support literacy and wellbeing and completed more than 850 sessions with an estimated 15,000 participants
- Successfully applied for £10k of funding from the Scottish Library & Information Council to undertake a training and development package in 2018/19 for frontline library staff to help support our vision for a first-class library service

Customer Services

- The Council website was awarded the maximum 4 stars by SOCITM (The society for IT practitioners in the public sector) for a second year running. One of only five in Scotland
- Reduced the percentage of non-answered calls at the telephone contact centre to 7% in 2017/18 from 11% in 2016/17
- Reduced the time to answer calls from an average of 31seconds to 20 seconds in 2017/18
- Improved speed of answer for the Welfare Fund by 23 seconds per call from 03:24 in 2016/17 to 03:11 in 2017/18.
- Increased compliance with complaints responded to within national timelines from 77% in 2016/17 to 82% in 2017/18

Corporate Communications

- Increased social media reach across our five platforms equivalent to 30% of population up from 24% in 2016/17 – equivalent to 5376 people
- Developed new income streams for the Council worth potentially more than £50,000 a year through delivering services on behalf of other organisations
- Increased the employee survey response rate to 53% - the highest ever at the Council and with more than 69% of responses coming from frontline workers including schools; depots and those based in the community
- Maintained 98% satisfaction rating for support provided to Council teams on media statements

Performance & Strategy

- Supported delivery of the new Strategic Plan 2017-2022 and Local Outcome Improvement Plan 2017-2027 with aligned outcomes
- Supported and prepared the organisation for the key Best Value Audit Review
- Maintained high levels of satisfaction with the performance and strategy service, with 100% of respondents rating their supports as good
- Developed a new model of engagement which included a successful refresh of the Citizens Panel, an online consultation approach and creation of the best-practice Engaging Communities Framework for the organisation
- Launched the Equality Outcomes and Mainstreaming report for 2017-2021, including performance indicators and targets for the first time
- Delivered high levels of engagement from residents and stakeholders in the 2018/19 Council budget consultation, with 305 responses per 10,000 population

Challenges

While the CCC Service has achieved significant progress on key areas as outlined above, it is important to recognise that some key areas and priorities have not progressed as expected:

The inefficient libraries timetable led to additional staffing costs in particular relating to casual cover. This put significant pressure upon budgets and led to financial challenges within the library service. However the new structure and opening hours approved for 2018/19 onwards will greatly assist this and reduce the use of casual cover.

In addition, book issues have reduced by 13% since 2015/16 and this continues to be a challenge both locally and at a national level with many organisations experiencing a level of reduction. In 2017/18 we have introduced branch improvement plans which have improved the way we present our book stock and other services to increase demand. In addition we have undertaken refurbishments in several branches and will complete this exercise in 2018/19 to ensure our branches are as attractive as possible to increase use. In addition, upgrade work at Clydebank Library will conclude in 2018/19 to improve the offer to residents at this key venue for the service.

It is also recognised that visitor numbers to libraries have been falling over the last two years. While we are hopeful our improvement plans, building refurbishments and £421k of investment will maintain or increase visitor levels, our performance indicator targets have been adjusted to reflect this recent trend

The Clydebank Town Hall service has overspent significantly over the last 2 years, and the overall balance of running costs vs income generated continues to be a significant net loss to the Council. There is progress required to ensure the most efficient operating model is in place, and to increase the number of commercially favourable bookings. In addition a review of the fees and charges at the Town Hall is required to ensure any increase in bookings also leads to an increase in income. To take this forward the management of the service has been transferred to Corporate Communications. In addition the Town Hall will also benefit from a new events budget of £25k which should enable it to offer a wider range of attractive activities and events to residents. These events will also have the potential to generate increased income.

Capacity has been an issue in Communications due to the emergence of new workstreams and priorities which had not been planned for. This has impacted on progress on aspects of the 2017/18 delivery plan. Our campaigns activity in particular has been impacted and has not been as extensive as planned. Two recycling campaigns have been supported with a focus on metal and Christmas waste, and revised timelines are in place for further elements of this campaign. This is also the case for dog fouling which continues to be a key priority for our local residents.

While Equality Outcomes and associated measures are in place for 2017-2021, work to develop action plans for delivery of these has been slower than anticipated. The Outcomes and supporting Mainstreaming Report outlines commitments to be delivered across West Dunbartonshire and it is critical that measures and actions are in place to deliver this ambition. Over 2018-19 progress will be accelerated on this to ensure successful delivery of outcomes and ambitions as described through the Equality Outcome and Mainstreaming report.

During 2017-18 work has been progressing on a new approach to improving citizen experience through alignment of learning from complaints and process/service improvement activity. While some activity has progressed on this work it has been limited. This is in part due to the low number of complaints recorded throughout the organisation. Awareness raising of the complaints process and training on complaints handling and recording should increase the volume of complaints data available.

Resident/User Feedback

Complaints

It is important when developing the delivery plans that we capture learning from the range of mechanisms that provide feedback on our services. Central to this approach is ensuring we capture learning and make improvements to service delivery based on information from complaints.

Between 1 April and 31 December, the Communications, Culture and Communities service area received a total of thirteen complaints, all of which were Stage 1 complaints. During the same period, thirteen complaints were closed, all at Stage 1. Eleven of the complaints closed at Stage 1 met the 5 working day target for resolving complaints. Of the eleven complaints closed at Stage 1, four was upheld.

As a Department, we targeted an increase in complaints from awareness raising on the complaints process to our teams. This included the benefits of accurate recording to provide an opportunity to learn and improve the service from complaints. As our service delivers a significant volume of the Councils frontline services, we expect to hear more expressions of dissatisfaction about service delivery than currently recorded. We will continue to seek more complaints in the future to continue to improve service processes and policies.

Residents' Telephone Survey

A telephone survey of 300 residents is carried out every quarter to gauge satisfaction levels with a range of Council services. Within Communication, Culture and Communities, we evaluate libraries, customer service, information available on services and the Council website.

The 2017 annual report confirmed satisfaction levels have improved across all areas of Communication, Culture and Communities since 2016.

- Satisfaction with libraries has increased from 83% in 2016 to 91% in 2017, showing an 8% rise from the previous year.
- Satisfaction with customer service remains high at 98%, up from 93% in the previous year, an increase of 5% satisfaction
- Satisfaction with information available on services was 92% in 2017, up from 84% in 2016. This figure represents an 8% point increase in satisfaction.
- Satisfaction with the Council website has increased considerably in 2017. In 2016 the satisfaction level was 74% and in 2017 the level was recorded as 99%.
- Satisfaction with the Contact Centre was recorded at 96%, however there is no comparative data at present as this question was new in 2017.

- Satisfaction with overall level of service has increased in 2017. In 2016 the satisfaction level was 93% and in 2017 this level rose by 5% to 98% in 2017.

Corporate Communication

The Corporate Communications team carried out an annual satisfaction survey with users in 2016/17 and 2017/18. In 2016/17 over 300 users completed the survey and in 2017/18 over 100 completed it. The results of both surveys are listed below:-

	2016/17	2017/18
Satisfaction with the support from press office	100%	100%
Satisfaction with press office support on statements	100%	100%
Satisfaction with design service	100%	100%
Satisfaction with employee bulletin	94%	97%
Overall satisfaction with service provided by Corp Comms	98.8%	98.8%

Libraries and Culture Services

In October 2017 a Libraries and Cultural Services survey was carried out with more than 500 members. The purpose of the survey was two-fold. To help us understand what is important to users and to gather information to shape the redesign of the libraries timetable. The survey also allowed Libraries and Culture to measure satisfaction levels.

- Satisfaction with the Library service – 98%
- Satisfaction with Museum & Galleries service – 97%
- Satisfaction with the e-books and e-magazine service- 88%

The October consultation highlighted that residents wanted to see more money invested in branches to improve their appearance. The report approved at Corporate Services Committee in February 2018 will see £421,000 invested in libraries for a range of things such as renovating our children's areas and improving the appearance of the branches.

Customer Relations Team

In 2018 we will commence surveys for both external and internal users. These surveys will be issued on a quarterly basis and measure satisfaction with the service. The findings from the survey will be used to help improve service delivery.

Performance & Strategy Team

The team seek ongoing feedback and user satisfaction information with those who use the service, through a survey monkey satisfaction questionnaire. While satisfaction is 100% for the service provided by performance and strategy, response levels for this survey are very low. Work will be carried out by the team to explore options for increasing response levels to inform improvements to service delivery.

Quality Standards

West Dunbartonshire Council has a local Good Governance Code based on guidance from CIPFA. The Council's compliance with its Code is reviewed each year and a supporting action plan is developed to ensure improved compliance is achieved. The Code details a range of principles which should be adhered to by the Council, and details the behaviours and actions which demonstrate good governance in practice. The Good Governance Code requires that the organisation considers the approach to the use of quality standards.

Quality standards help to define what users of our services can expect to receive, and remind both the organisation and our employees of the challenges and obligations they face in delivering best value services

As part of a pilot, two service areas, Resources and CCC have identified core standards they feel could be measured across their services. These service standards are appended to the relevant delivery plan (Appendix 3). The standards will be monitored and managed by the management team of each service at regular meetings, and reported annually to the relevant service committee along with the delivery plan.

As part of our Continuous Improvement activity, in 2018/19 we will work with other service areas to identify relevant service standards which will fit best with strategic priorities or relate most to those areas residents highlight as important.

4. Strategic Assessment

The communication, culture and communities management team completed a strategic assessment and performance review to determine the major influences on service delivery and strategic priorities going forward into 2018/19. As a result of this assessment the following factors were recognized as having a significant influence on the work of service in 2018/19:

Develop digital communications

The service needs to keep pace with the changing digital landscape both in terms of skills, knowledge and resources. Engagement is the key to continued success across our social media platforms and in the future we will be ranked based on our interactions with our online communities. It is a saturated market which evolves on a daily basis. Ensuring that we continue to achieve cut through to reach, grow and engage with our audience will present a challenge particularly as we are a relatively small team. The growth of live online reporting from print journalists as well as an increase in citizen journalism will require quicker and more active responses from communications to ensure we continue to protect the Council's reputation. We will achieve this by aligning our resources improving our use of audience insight and data and continuing to develop our skills and offering.

Digital improvements

To develop and enhance the digital capabilities and offerings of the organisation, CCC facilitated a successful development session for senior leaders focused on digital enablement and process improvement in late 2017. This looked at how we use digital technology to better engage and to ensure our services are responsive to future technology developments. During 2018/19 the service will continue to support corporate developments in this area, as well as working with key resident focused services to ensure digital responsiveness. We will investigate better use of software solutions for document management, review the complaint management system, and explore the possibility of introducing Amazon, electra & Kindle for housebound/ mobile library residents.

Improved citizen experience

Initial work on understanding and improving citizen experience began in 2017/18, with further activity planned for the coming year. To deliver on this we must make sure that all employees who have contact with our residents are skilled and able to support them, whether this is face to face, over the phone, or online. During the next year we will continue to review information from our residents, complaints and other feedback, along with service information from self-evaluation and benchmarking, to identify opportunities to improve services and the experience of our citizens.

Engaging Communities

The Engaging Communities Framework will be embedded and assessed over 2018/19, ensuring that it meets the needs of services in delivering a modern and flexible approach to engagement with our citizens. In addition to this the performance and strategy team will review the new online model of engagement through the Citizens Panel to ensure its delivering for services and for residents. A key element of how we engage our communities locally is the monthly telephone survey. We will continue to use and enhance this tool to provide near to real time feedback to key services across the organisation.

Making use of Data

The performance and strategy team was created with a focus on using business intelligence and robust data analysis to support organisational improvement. The team will lead on the use local and national data to inform improvement and service planning. This includes using very local level information to understand the needs of the different and diverse communities of West Dunbartonshire. In addition to this the team will work to support services and the Council as a whole to prepare and publish data about services. This enhanced approach to making data more visual will provide our citizens with more information in easy to understand and interrogate formats.

Ensuring Best Value and Continuous Improvement

It is important that all services focus on delivering best value, a key aspiration across the Council. During 2018/19 the Council will complete its Best Value audit, the first in eight years. The Performance and Strategy team will be central to this work, supporting the organisation and the auditors throughout the process. The team will also support the organisation to deliver on any recommendations arising from the audit, embedding these in improvement plans and delivery plans to ensure key linkages are made.

Linked to this commitment to best value are a range of service improvements across Communication, Culture and Communities which aim to deliver outcome improvement and enhanced services for our residents. These service improvements include a continued focus on responsiveness to our residents, delivery of a new strategy for library and culture services and continued growth of our online and digital services.

People Management

Across the service area, our main resource is our dedicated workforce. To develop a culture of Best Value and continuous improvement within the department it is important to invest time and resources in staff.

Throughout 2018/19 we will:

- Carry out Be The Best conversations with all staff;
- Apply in full the Council's Attendance Management Policy
- Monitor our complaint handling process to ensure we are meeting the agreed timescales
- Ensure appropriate training is rolled out across all employees.
- Support all employees throughout organisational change processes and engage them in the development and future delivery of the service
- Support resilience and succession planning across all teams and the management structure of the service

Financial Challenges

The entire public sector is facing significant financial challenges. The Council is predicting cumulative funding gaps in 2018/19, 2019/20 and 2020/21 of £nil, £7.646m and £13.806m respectively. Action is therefore required to balance our budget and protect services for residents.

To prepare for this the CCC service has developed plans for implementation in 2018/19 that will generate savings of more than £750,000 per year. This should deliver the majority of savings required from CCC until 2021/22 to reduce the medium-term disruption faced by employees and residents. It will also create investment streams to improve the buildings we serve the community from.

5. Corporate Information

Staff Absence 2017/18

The monthly absence statistics for Communication, Culture and Communities have been significantly lower than the Council average for the same periods in 2016/17.

The strategic area also recognises the importance of getting the right balance between managing absence efficiently and providing support and help to an employee who has health problems or is experiencing personal difficulties.

The Council's Wellbeing Strategy aims to maximise employee wellbeing, recognising the benefits to the organisation and its employees of such an approach. Linked to this, work will be undertaken with managers and trades union partners to embed a 'safety culture', fostering increased ownership and accountability across the organisation as a whole.

The April- March absence statistics for Communication, Culture and Communities are listed below along with the Council average for the same periods.

Service	April	May	June	July	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
CCC	0.15	0.34	0.26	0.20	0.77	1.03	0.50	0.57	0.61	0.61	0.34	0.51
Council Wide	0.88	0.94	0.85	0.72	0.75	0.92	0.93	0.98	1.10	1.18	1.05	1.20

Self-Evaluation Programme

In 2016 the Council agreed a three-year self-evaluation programme using the West Dunbartonshire Self-Evaluation Framework. This framework utilises a checklist approach, implemented through an online survey. Over the three-year programme, all Council services that are not subject to an external evaluation will undertake self-evaluation.

Within the Communication, Culture & Communities service area, four self-evaluations were carried out in the first year (August 2016-July 2017) - Contact Centre/Complaints; Library Services; Museum and Galleries; and the Policy, Planning and Performance team. The improvement actions arising from these self-evaluations are now being implemented and once completed, follow up surveys will determine their impact.

In the second year (August 2017 – July 2018), two services will carry out a self-evaluation - Welfare Fund and the Corporate Communications team.

Local Government Benchmarking Framework

All 32 councils in Scotland measure a common set of performance indicators called the Local Government Benchmarking Framework (LGBF). It comprises service delivery, cost, and citizen/resident satisfaction indicators covering all major council service areas, including education, housing, social work, and leisure.

Using the same indicators across all councils allows us to compare our performance so that we can identify best practice, learn from each other, and improve what we do. Communication, Culture and Communities has responsibility for four of the LGBF performance indicators.

The most recent comparative data for all councils was published in February 2018 and relates to the period 2016/17:

Description	2015/16	RANK	2016/17	RANK	SCOTLAND	% Change 2015/16 - 2016/17	Directional change in rank
C&L2: Cost Per Library Visit	3.45	19	3.11	21	1.97	-9.85%	↓
C&L3: Cost of Museums per Visit	1.03	3/29	1.64	6/29	3.19	59.22%	↓
C&L5a: % of adults satisfied with libraries	82.33%	11	84.33%	6	74.67%	2%p	↑
C&L5c : % of adults satisfied with museums and galleries	70.33%	17	77.67%	9	72%	7.34%p	↑

Cost per museum visit is based upon actual and virtual visits. In 2016/17 we changed the methodology of how we calculated virtual visits. This resulted in a much reduced reported figure (-60%). In addition actual visits were down by 13% (4,794 visits). Visitor figures will fluctuate depending upon the exhibition programme on display. In 2017/18 we project a 125% increase in actual visits (up by 40,000) alongside a 5% increase in virtual visits this will have a positive impact upon the cost per visit in 2017/18.

West Dunbartonshire's Benchmarking Programme

As well as participating in the Scotland wide LGBF programme, the Council has embarked on a three year programme to ensure that all services are engaged in benchmarking performance in relation to service delivery, cost and satisfaction measures. The first step is to identify any gaps in our current benchmarking activity in relation to service areas and/or measures. Where gaps are identified, we will consider how they might be addressed, working with other councils and organisations to develop this.

Over the period of this plan, Communication, Culture and Communities will review and develop their benchmarking approach and any improvement actions that arise from the benchmarking activities that follow will be included in future delivery plans and reported to committee.

Employee Survey 2017 results

96% of Communication, Culture and Communities employees completed the Employee Survey. The survey results highlighted a number of positives including employees having a clear understanding of their role and responsibilities (92%), enjoying their job (84%), viewing their line manager as approachable (84%) and feeling proud of the service delivered (86%). Some areas for further interrogation and action include employees who feel that they receive enough helpful feedback on the jobs they do (52%) number who feel that they are asked their views as employees when change directly affects them. (37%), and respondents who feel senior managers are sufficiently visible (42%).

To fully understand issues and work with employees to plan improvement actions, each service held a focus and improvement group looking at the survey results along with any other relevant information on complaints or feedback from users of the services. From this focus group for Communication, Culture and Communities three key action areas were agreed with employees. These focus on ensuring that senior managers in each service area are more visible, that regular updates on change are provided to teams (both written and verbal) and that team development time is prioritised and protected. These actions are included in our action plan at Appendix 2.

Equalities

The Council has set out a range of equality outcomes for 2017/21 in line with its statutory duty, each led by a relevant strategic lead area. These cover community participation, employment diversity, disability pay gap, occupational segregation, digital inclusion, accessible community transport, identity based bullying in schools, and educational attainment gaps.

Communication, Culture and Communities is the lead strategic area for the following outcome:-

- **Outcome 5: Increase Digital Inclusion of Underrepresented Groups**

This outcome translates to a number of performance indicators which are included in Appendix 2. Actions to deliver on this outcome are linked in the action plan at Appendix 2 and also reported through the Equality Outcomes action plan to the Equality and Diversity Working Group.

6. Resources

Workforce Planning

Workforce planning is integrated within the strategic planning process, highlighting the key workforce related activities for the year and reflecting the longer term strategic aims of the services. Each Strategic Lead is responsible for the annual review of requirements for their respective service areas to ensure that any key actions are identified at an early stage. The Workforce Plan is included in this delivery plan (Appendix 3)

Employees

The headcount and full time equivalent staff in each service area (as of 22 January 2018) is as follows:

Section	Headcount	FTE
Comms Events & Engage	7	6.80
Customer Services	45	41.04
Libraries & Culture	121	91.68
Strat Org Pol & Perform	6	5.82
Total	179	145.34

Finance

The 2018/19 revenue budget for the Communication, Culture & Communities strategic area is £5.725m. We will make the best use of the resources available to deliver on key priority areas and secure external funding where we can.

The resources to deliver on this in 2018/19 action plan for Communication, Culture & Communities are:-

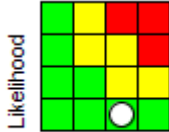
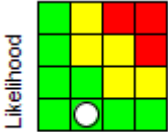
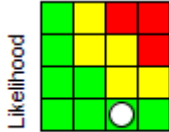
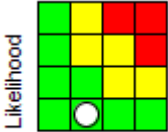
	Gross Expenditure 2018/19	Gross Income 2018/19	Net Expenditure/ (Income) 2018/19
Performance & Strategy	304,352	-	304,352
Comms & Marketing	334,256	£15,000	319,256
Customer Service	1,256,777	-	1,256,777
Libraries, Culture and Museums	3,347,146	277,125	3,070,021
Clydebank Town Hall	482,277	208,435	273,842
TOTAL	5,724,808	500,560	5,224,248

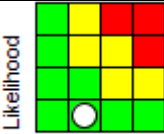
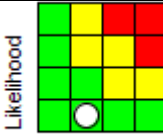
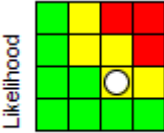
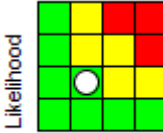
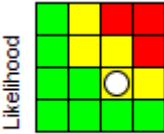
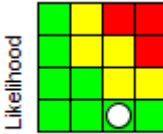
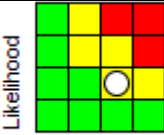
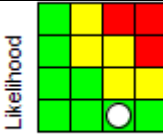
7. Risks

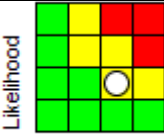
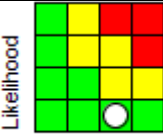
The Council has identified risks at both a strategic and service level. Strategic risks represent the potential for the Council to take advantage of opportunities or fail to meet stated strategic objectives and those that require strategic leadership. Service risks relate to service delivery and represent the potential for impact on individual services, or the experience of those who work within the services, i.e. employees, partners, contractors and volunteers, service users or clients in receipt of the services provided.

In planning for 2018/19, the strategic area considered the Council's strategic risks and identified risks specific to the service as detailed below.

The actions detailed in appendix 2 and also those in our operational plans are intended to mitigate these risks, with the aim of improving or maintaining the current position (i.e. the current risk score).

Risk Title	Description	Assessed risk score	Target risk score
Service Risk: Failure to implement a robust media and communications strategy	There is a risk that the Council's reputation could be impacted and as a result perceptions of the organisation. This would impact on the Council's legitimacy to manage this area and lead to external pressures from scrutiny bodies. If successes or information is not effectively shared this would impact on how the council is perceived and the morale of employees.		
Strategic Risk: Failure to embrace opportunities which can be derived from constructive partnership working and joined-up service delivery	The Council fails to engage adequately with partnership bodies		

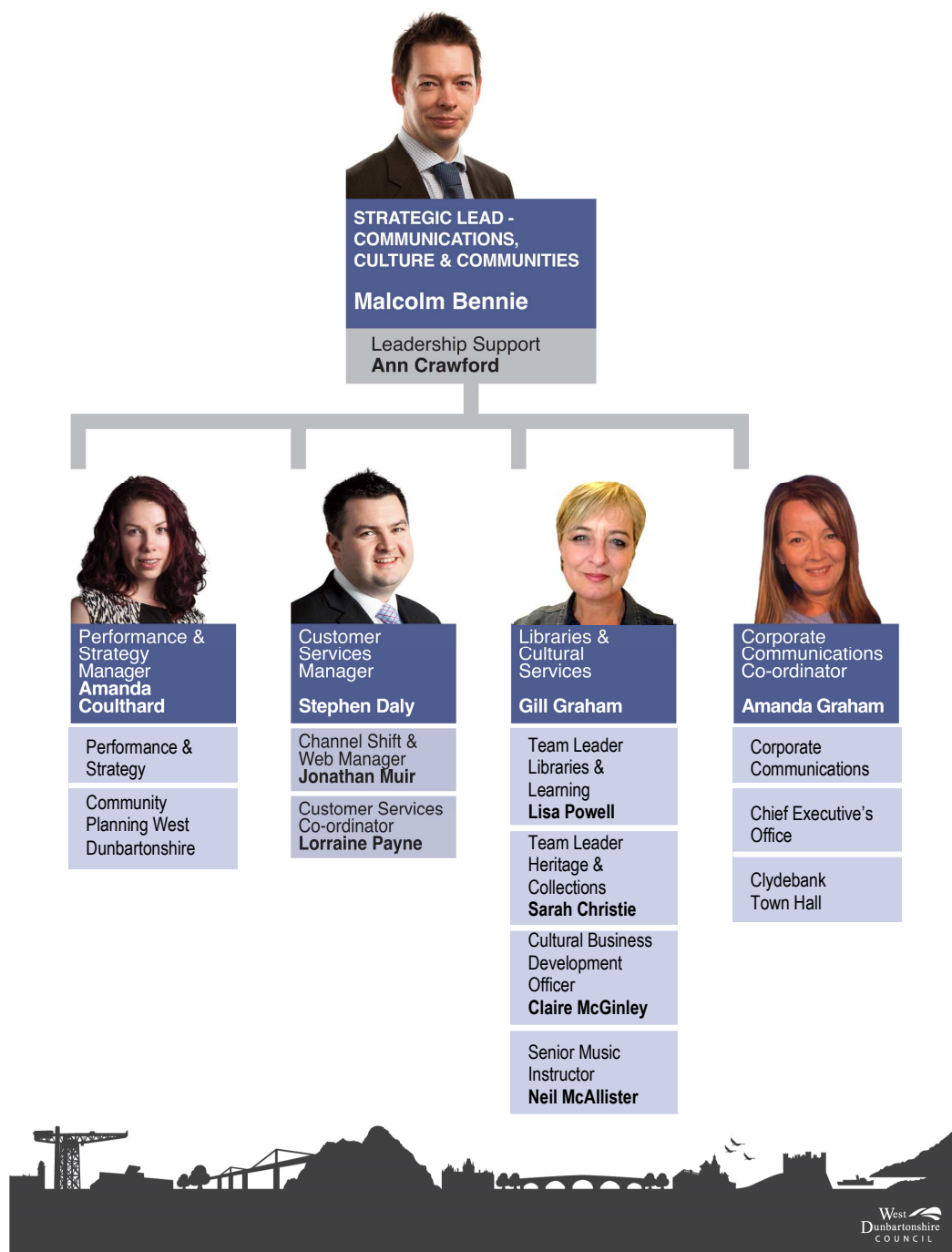
Risk Title	Description	Assessed risk score	Target risk score
Strategic Risk: Failure to ensure positive dialogue with local citizens and communities	The risk is that the Council does not establish or maintain positive communications with local residents and the communities it represents		
Service Risk: Failure to promote engagement with culture	Risk of decreasing public access to and participation in cultural activities & events such as exhibitions, concerts, heritage visits and creative learning activities		
Service Risk: Failure to effectively manage and learn from complaints	There is a risk of damage to the Council's reputation. If complaints are not handled effectively, there can be an adverse effect on the public perception of the Council which can lead to a lack of trust in the services provided.		
Service Risk: Failure to provide a library service to residents	The Council has a statutory duty to provide a "comprehensive and efficient" library service to the residents of West Dunbartonshire. Failure to deliver this would have reputational damage to the Council, place the Council at risk of legal challenge and undermine local people's access to learning, knowledge and key Council supports.		

Risk Title	Description	Assessed risk score	Target risk score
Service risk: Failure to utilise data and intelligence to deliver continuous improvement	The council is committed to continuous improvement and requires robust management information to inform decision making. There is a risk that a lack of detailed data would impact on Council's ability to make improvement focused decisions	 <p>Likelihood</p> <p>Impact</p>	 <p>Likelihood</p> <p>Impact</p>

Appendix 1 – Structure Chart

TRANSFORMATION & PUBLIC SERVICE REFORM

STRATEGIC LEADS



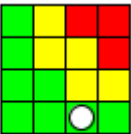
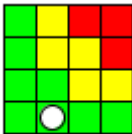
Appendix 2 - Action Plan 2018-19

Priority - A strong local economy and improved job opportunities		
Outcome - Increased skills for life & learning		
Action	Due Date	Assigned To
Support lifelong learning through extended programme of Quest Courses and early year's literacy programmes.	31-Mar-2019	Gill Graham
Deliver digital skills training to front line staff where required.	31-Mar-2019	Gill Graham

Priority - Supported individuals, families and carers living independently and with dignity		
Outcome - improved wellbeing		
Action	Due Date	Assigned To
Continue to roll out Macmillan Drop in clinics across the libraries estate. Explore potential to expand to include other chronic diseases.	31-Mar-2019	Gill Graham

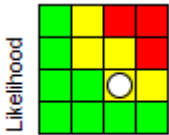
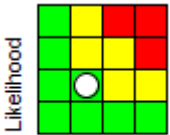
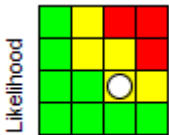
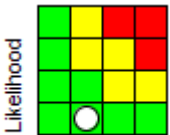
Performance Indicator	Baseline	2018/19	Assigned To
	Value (year)	Target	
% of older (65+) residents who have access to the internet in some form (home, phone, libraries, OSS etc)	TBC	97%	Gill Graham
% of residents under 65 who have internet access in some form (Home, phone, libraries, OSS etc)	TBC	98%	Gill Graham

Priority - Meaningful engagement with active, empowered and informed citizens who feel safe and engaged		
Outcome - Fully consulted and involved citizens who are able to make full use of the Community Empowerment Act		
Action	Due Date	Assigned To
Ensure citizens are supported to engage and participate in service design and delivery	31-Mar-2019	Amanda Coulthard
Support Community Planning West Dunbartonshire to further develop locality planning and involvement in line with the Community Empowerment Act	31-Mar-2019	Amanda Coulthard

Risk	Current Risk Score	Risk Description	Target Risk Score	Assigned To
Failure to embrace opportunities which can be derived from constructive partnership working and joined-up service delivery	 Likelihood Impact	The Council fails to engage adequately with partnership bodies	 Likelihood Impact	Amanda Coulthard

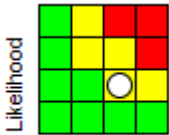
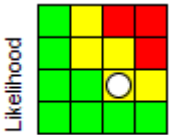
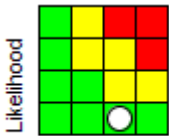
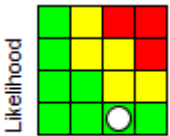
Outcome - Strong and active communities		
Action	Due Date	Assigned To
Increase social media audience (to 33%) and engagement (to 1.5m) across each platform through continually evaluating our approaches to social media and responding to social media trends and evolution	31-Mar-2019	Amanda Graham
Successfully upgrade Clydebank library	31-Mar-2019	Gill Graham
Establish Libraries as 'safe locations' for residents and visitors as part of the Keep Safe Initiative.	31-Mar-2019	Gill Graham
Secure external funding to progress development plan	31-Mar-2019	Gill Graham

Performance Indicator	Baseline	2018/19	Assigned To
	Value (year)	Target	
Percentage of the resident population who actively engage in public library services	N/A	20%	Gill Graham
CC3b: Number of visits to/usages of council funded or part funded museums that were in person per 1000 population	761 (2017/18)	600	Gill Graham
CC5a: Number of Library visits per 1000 population	6,530 (2017/18)	6317	Gill Graham; John Rushton
% of residents who feel the Council communicates well with them	N/A	74%	Amanda Coulthard
Residents satisfaction with Council services overall	93% (2016/17)	93%	Amanda Coulthard
Percentage of Citizens' Panel (CP) respondents who agree the Council listen to community views when designing and delivering services	86% (2016/17)	88%	Amanda Coulthard

Risk	Current Risk Score	Risk Description	Target Risk Score	Assigned To
Failure to promote engagement with culture		Risk to decreasing public access to and participation in cultural activities & events such as exhibitions, concerts, heritage visits and creative learning activities		Gill Graham
Failure to provide a library service to residents		The Council has a statutory duty to provide a "comprehensive and efficient" library service to the residents of West Dunbartonshire. Failure to deliver this would have reputational damage to the Council. place the Council at risk of legal challenge and undermine local people's access to learning, knowledge and key Council supports.		Gill Graham



Priority - Open, accountable and accessible local government		
Outcome - Equity of access for all residents		
Action	Due Date	Assigned To
Support the development of digital capacity across the organisation through the channel shift agenda	31-Mar-2019	Stephen Daly
Deliver a programme of venue enhancements to ensure all libraries and Cultural facilities are accessible and fit for purpose.	31-Mar-2019	Gill Graham
Maximize opportunities for innovative use of technology across library and culture services and facilities	31-Mar-2019	Gill Graham

Performance Indicator	Baseline	2018/19	Assigned To
	Value (year)	Target	
Percentage of citizens who are satisfied with the Council website	99% (2017/18)	90%	Jonathan Muir
Percentage of complaints received by the Council that are resolved at Stage 1	87% (2016/17)	88%	Stephen Daly
Cost per library visit £	£3.11 (2016/17)	£1.91	Gill Graham
Cost per museum visit £	£1.64 (2016/17)	£1.40	Gill Graham
% of adults satisfied with libraries	84.33% (2016/17)	87.7%	Gill Graham
% of adults satisfied with museums and galleries	77.67% (2016/17)	80.75%	Gill Graham
No. of transactions undertaken online	25,077 (2016/17)	26,577	Stephen Daly
% of residents who report satisfaction with Council publications, repots and documents	N/A	55%	Amanda Graham

Risk	Current Risk Score	Risk Description	Target Risk Score	Assigned To
Failure to effectively manage and learn from complaints	 Likelihood Impact	There is a risk of damage to the Council's reputation. If complaints are not handled effectively, there can be an adverse effect on the public perception of the Council which can lead to a lack of trust in the services provided.	 Likelihood Impact	Stephen Daly
Failure to ensure positive dialogue with local citizens and communities	 Likelihood Impact	The risk is that the Council does not establish or maintain positive communications with local residents and the communities it represents	 Likelihood Impact	Stephen Daly

Priority - Efficient and effective frontline services that improve the everyday lives of residents		
Outcome - A committed and skilled workforce		
Action	Due Date	Assigned To
Provide communications training to Council managers	31-Mar-2019	Amanda Graham
Ensure that a culture of continuous improvement is embedded across Libraries and Cultural Services. Participating in national improvement schemes and achieving national recognised standards.	31-Mar-2019	Gill Graham
Carry out pulse survey on key issues from employee survey to track interim progress	31-Mar-2019	Amanda Coulthard
Ensure a focus on support, training and development for employees across the service	31-Mar-2019	Malcolm Bennie
Put in place a monthly written update for all employees in the service	31-Mar-2019	Malcolm Bennie

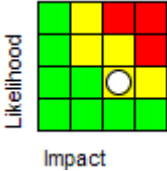
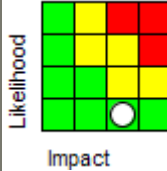
Action	Due Date	Assigned To
Ensure regular senior management team attendance at team meetings to ensure strong cascade of information and opportunities for engagement	31-Mar-2019	Malcolm Bennie
Implement priority actions developed to support being 21st Century Public Servants.	31-Mar-2019	Malcolm Bennie

Risk	Current Risk Score	Risk Description	Target Risk Score	Assigned To
Failure to implement a robust media and communications strategy	 Likelihood Impact	Council's reputation is not adequately protected as a result of one or several incidents or issues. The ramifications would impact on the Council's legitimacy to manage this area and lead to external pressures from scrutiny bodies. Also that successes are not properly shared, having a negative impact upon how the council is perceived and the morale of employees.	 Likelihood Impact	Amanda Graham

Outcome - A continuously improving Council delivering best value		
Action	Due Date	Assigned To
Explore opportunities to generate income for the Council through delivering services and offering support and expertise to external organisations	31-Mar-2019	Amanda Graham
Review operating model at Clydebank Town Hall with a focus on income generation	31-Mar-2019	Amanda Graham
Deliver a refreshed strategy for Culture & Library Services	31-Mar-2019	Gill Graham
Ensure robust data and analysis is available to support decision making across all services	31-Mar-2019	Amanda Coulthard
Embed frameworks which support continuous improvement and best value across the organisation	31-Mar-2019	Amanda Coulthard

Action	Due Date	Assigned To
Explore opportunities for the digital transformation for the service, focused on digital enablement and process improvement (milestones to be determined from outputs of SMN group work)	31-Mar-2019	Malcolm Bennie

Performance Indicator	Baseline	2018/19	Assigned To
	Value (year)	Target	
Percentage of CCC employees who agree or strongly agree that in general, my morale at work is good	62% (2017/18)	71%	Amanda Graham
Percentage of Council employees who agree or strongly agree that the Council recognises and values the work that they do	64% (2016/17)	70%	Linda Butler
Communications Culture & Communities-Total FTE Days Lost by FTE Employees	4.7 (2016/17)	6.5	Malcolm Bennie
% of Local Government Benchmarking Framework performance indicators prioritised by the council that have improved locally	25% (2016/17)	35%	Amanda Coulthard
Percentage of Council employees who agree or strongly agree that in general, my morale at work is good	71% (2017/18)	80%	Amanda Graham

Risk	Current Risk Score	Risk Description	Target Risk Score	Assigned To
Failure to utilise data and intelligence to deliver continuous improvement		The council is committed to continuous improvement and requires robust management information to inform decision making. There is a risk that a lack of detailed data would impact on Council's ability to make improvement focused decisions		Amanda Coulthard

Appendix 3: Quality Standards

Service	Sub Area	Quality Standards	How are they measured?	Where will they be published?
Customer Service	Contact centre	All telephone calls to the contact centre will be answered within 2 minutes	Average call answer time	Internal monitoring and regular performance reports
Communications	Press office	We will respond to 99% of press enquires within deadline	Local measurement	Internal monitoring and regular performance reports
	Town Hall	We will respond to Town Hall booking enquiries within 3 working days	Local measurement	Internal monitoring and regular performance reports
Libraries and Culture	Libraries	Library users requesting purchase of new books will receive a response within 10 working days	Local measurement	Internal monitoring and regular performance reports
		Books reserved from alternative libraries will be delivered within two weeks	Local measurement	Internal monitoring and regular performance reports
Performance & Strategy		EIA supports requests will be responded to within 5 working days	Local measurement	Internal monitoring and regular performance reports

Appendix 4: Communications, Culture & Communities Workforce Plan 2017-2022

Annual Action Plan 2018-19 (incorporating details of progress in 2017-2018)

1. Addressing the gap between current workforce supply and predicted future demand				
Strategy	Planned service review to address gap taking cognisance of opportunities to realise savings through voluntary turnover			
Expected Outcome	Gap is addressed, whilst: <ul style="list-style-type: none"> Protecting critical roles (and avoiding associated turnover) Ensuring service priorities are met (recognising impact on workforce capacity in relation to acknowledged areas of increased service demand) Avoiding or minimising risk of voluntary or compulsory redundancy 			
Actions	Person(s) Responsible	Resources Needed	Complete By	Measurement of outcome
Creation of performance data role	Malcolm Bennie	Recruitment team, Strategic HR	March 2018	Provision of meaningful MI which contributes to business intelligence
Quality improvement skills across senior managers	Malcolm Bennie	OD Team Senior Managers	September 2018	<ul style="list-style-type: none"> Manager Lean Six Sigma training records updated Improved skills
Service reviews currently underway in key services	Stephen Daly Amanda Graham	Strategic HR Support & Finance Business Partner Support	September 2018	<ul style="list-style-type: none"> Suite of service performance indicators Pulse survey of service area Delivery of savings where efficiencies identified











Actions	Person(s) Responsible	Resources Needed	Complete By	Measurement of outcome
Workforce redesign and workload/ capacity planning, embed new structure and implement recruitment activities	Stephen Daly	Strategic HR Support	September 2018	<ul style="list-style-type: none"> • Suite of service performance indicators • Pulse survey of service area • Staff training records
Review monthly performance information to ensure service stability and inform any staff training requirements	Malcolm Bennie	Performance and Strategy Business Partner	March 2019	<ul style="list-style-type: none"> • Suite of service performance indicators • Review at management meetings
Continue monitoring of satisfaction and complaints and identify any improvement activity	Malcolm Bennie	Performance and Strategy Business Partner & Digital and Customer Services Manager	March 2019	<ul style="list-style-type: none"> • Suite of service performance indicators • Evidence of service improvement on the back of the complaints information



2. Addressing the gap between current and required additional workforce capabilities				
Strategy	Development and implementation of associated training plans to enable capabilities to be developed within existing workforce			
Expected Outcome	Gap is addressed, whilst: <ul style="list-style-type: none"> • Ensuring value for money in terms of training solutions • Minimising requirement to recruit for new capabilities (and thereby avoiding or minimising risk of voluntary or compulsory redundancy) • Ensuring service priorities are met as a result of application of those new capabilities 			
Actions	Person(s) Responsible	Resources Needed	Complete By	Measurement of outcome
Workforce related savings over a 3 year period, future service context, consider commercialisation of our professional services	Malcolm Bennie Amanda Graham Amanda Coulthard Gill Graham Stephen Daly	Management Team CCC	Three year savings achieved by June 2018	<ul style="list-style-type: none"> • Budget savings delivered as required in 2018/19 and beyond. • PPP restructure completed in November 2017 • Customer Services transformation approved at November 2017 Corporate Services Committee • Library Services restructure due to complete by 1 April 2018 and new library



				<p>opening hours agreed at February 2018 Corporate Services Committee for implementation in June 2018.</p> <ul style="list-style-type: none"> Income generation being progressed within Corporate Communications
Identify training needs for all staff groups using skills passports	Stephen Daly Amanda Graham Amanda Coulthard Gill Graham	HR Business Partner	June 2018	Be the Best conversation and PDPs successfully in place for all employees
Work with OD&C to develop input and training to address skills gaps	Stephen Daly Amanda Graham Amanda Coulthard Gill Graham	OD & Change Team	December 2018	<ul style="list-style-type: none"> Pulse survey of service area Suite of service performance indicators
Future skills gaps identified in delivery plans and workforce planning actions in place to mitigate this	Malcolm Bennie Stephen Daly Amanda Graham Amanda Coulthard Gill Graham	HR Business Partner OD & Change Team	March 2019	Ongoing review of implementation plan


3. Improving resilience within teams				
Strategy	Develop and implement training plan in relation to critical roles			
Expected Outcome	Improved resilience across teams and retention of knowledge and skills associated with critical roles			
Actions	Person(s) Responsible	Resources Needed	Complete By	Measurement of outcome
Identify critical roles, establishing single dependency posts	Malcolm Bennie Stephen Daly Amanda Graham Amanda Coulthard Gill Graham	Time commitment	August 2018	Ongoing review at Management meetings
Identify skills required for delivery of these roles in terms of succession planning	Malcolm Bennie Stephen Daly Amanda Graham Amanda Coulthard Gill Graham	Time	October 2018	Ongoing review at management meetings
Put in place skills exchange and training plan	Stephen Daly Amanda Graham Amanda Coulthard Gill Graham	OD & Change Team	December 2018	<ul style="list-style-type: none"> Increased number of managers/senior employees with cross-service knowledge to increase resilience Training records







Communications, Culture Communities End of year report 2017/18







Organisational Capabilities					
Committed and dynamic workforce					
Title	Status Icon	Progress Bar	Latest Note	Due Date	Assigned To
Embed a culture of continuous improvement across Library Service			<p>A self-assessment process was completed in April 2017. This resulted in an action plan which included the development of branch improvement plans; updated operational guides for libraries and a staff skills audit.</p> <p>Clydebank Town Hall Museum & Gallery was awarded 4 Star Status by Visit Scotland following inspection in 2017, maintaining its current visitor attraction status. Two senior officers within Libraries have been trained as How Good Is Our Public Library Service (HGIOPLS) Assessors which will assist in driving forward planned HGIOPLS Self-Assessment</p> <p>An action plan to increase virtual/online visits to Libraries was developed to increase the use of online Library services such as e-books and e-magazines. In addition the service continues to move to paperless membership with communication via email . This has resulted in a 7% increase in online visits.</p>	31-Mar-2018	Gill Graham
Embed the Continuous Improvement agenda across the Council.			Progressing well with roll out of SE and benchmarking frameworks, this is supported by a new approach to continuous improvement training.	31-Mar-2018	Amanda Coulthard
Develop, implement and evaluate a local action plan, in line with the Council's employee wellbeing strategy			Our local plan will support the implementation of the Council's Employee Wellbeing Strategy	31-Mar-2018	Malcolm Bennie
Support implementation of Be The Best Conversations.			We will continue to support managers and employees to embed the Council's new Be The Best Conversations within Regeneration	31-Mar-2018	Malcolm Bennie
Deliver a revised approach to performance and best value			business intelligence function developed. A data analyst function has been added to the performance and strategy team, supported by the use of new segmentation software which allows a new level of analysis to be carried out.	31-Mar-2018	Amanda Coulthard; Stephen Daly

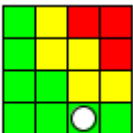
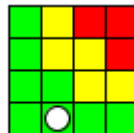
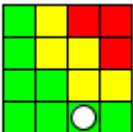
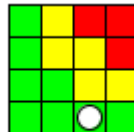
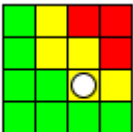
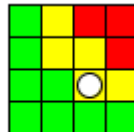
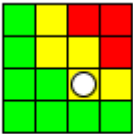
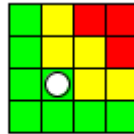
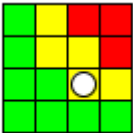
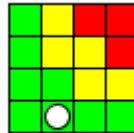
Fit for purpose estate and facilities					
Title	Status Icon	Progress Bar	Latest Note	Due Date	Assigned To
Cultural Service Develop a fit for future Libraries and Culture Services		<div><div>100%</div></div>	<p>In both October 2017 and December 2017 the service consulted with residents on the services offered by libraries and proposed new opening hours. This consultation attracted 1,500 responses. In addition c. 100 responses have been received in relation to the current branding exercise upgrading all WD Public Libraries.</p> <p>These results have influenced the forward planning of libraries though developing Action Plan for 2018/19. These include building upon the successful Branding Exercise in Libraries, capital investment of over £400k will make libraries more attractive places in which to spend time added to increased new book stock and improved displays. It is anticipated that significant investment in the decor and stock in WDC Libraries in 2018/19 will also result in an increase in issues through more attractive display and new stock.</p> <p>In 2018/19 a new measure of 'active engagement in library activities' will provide a more accurate reflect of the use of WD libraries by residents.</p>	31-Mar-2018	Gill Graham
Establish a Cultural and Health Quarter around Clydebank Town Hall		<div><div>60%</div></div>	<p>The capital works are partially complete however the reception area has been continued. These works now form part of the cultural investment programme and will be overseen by the Cultural Capital Investment Board.</p> <p>The Titan Crane will be closed for the 2018 season due to the extensive development works around Queens Quay. During this period new business plans/options for the Crane are being developed for discussion at the Clydebank Property</p>	31-Mar-2018	Gill Graham

Innovative use of information technology								
Performance Indicator			2016/17	2017/18			Assigned To	
			Value	Value	Target	Status		Note
The star rating received by the Council from SOCITM for the Council website			4	N/A	4	Not available	BetterConnected have not completed this years survey, they are running well behind schedule for reviewing tasks. We have looked at this process and have found improved better method of testing, reviewing and obtaining feedback from the website users, which we plan on implementing Q1 2018.	Jonathan Muir
Title	Status Icon	Progress Bar	Latest Note			Due Date	Assigned To	
Lead our Customer Services Digital Transformation agenda		<div><div>100%</div></div>	<p>Milestones all progressed to completion. Work highlighted in milestones in 2017/18 has created a platform for achievement of ambitious targets to:</p> <ul style="list-style-type: none">• Ensure Upheld Appeals by SPSO are kept below the 10% target in Scottish Welfare Fund• Ensure 20% adherence of referrals to Fraud Team• Decrease number of payments in One Stop Shop (target decrease of 20%)• Introduce appointment system within the One Stop Shops to maximise our resources and assist with channel shift (target decrease of 20%)• Ensure 80% of appointments to see Information Workers are offered within 10 working days.• Decrease number of Switchboard contact (target decrease of 20%)• Increase uptake in visitors to Council Website (target increase 10%)• Increase uptake of online forms completed and submitted (target increase 20%)• Increase use of online payments (target increase of 20%)• Increase the use of self service telephone payments (target increase of 20%)			31-Mar-2018	Stephen Daly	
Develop digital communications		<div><div>100%</div></div>	Action plan being implemented to introduce more engaging content including videos, and work is underway to identify and introduce a new social media management tool to improve citizen experience and response times and provide additional data and insight.			31-Mar-2018	Stephen Daly; Amanda Graham	

Strong financial governance and sustainable budget management						
Performance Indicator		2016/17	2017/18			Assigned To
		Value	Value	Target	Status	Note
Cost per library visit £		£3.11	N/A	£2.51	?	This indicator is reported through LGBF with the 2017/18 figure due later in the year
Cost per museum visit £		£1.64	N/A	£1.50	?	This indicator is reported through LGBF with the 2017/18 figure due later in the year
Title	Status Icon	Progress Bar	Latest Note			Due Date
Generate advertising and sponsorship income.		<div>50%</div>	<p>Sponsors have been identified and materials have been developed for the employee recognition awards.</p> <p>The Civic Awards are now taking place in August and further work on sponsorship will take place in early 2018.</p> <p>Proposal approved by Corporate Service and discussions now underway with planning on next steps. It is expected to generate income in 18/19</p>			31-Mar-2018
						Amanda Graham

Legitimacy and support						
Positive dialogue with local citizens and communities						
Performance Indicator	2016/17	2017/18				Assigned To
	Value	Value	Target	Status	Note	
Percentage of citizens who are satisfied with the Council website	74%	99%	90%			Jonathan Muir
Percentage of complaints received by the Council that are resolved at Stage 1	87%	N/A	85%			Stephen Daly
% of older (65+) residents who have access to the internet in some form (home, phone, libraries, OSS etc)	N/A	N/A	95%		Baseline figure will be developed using 2017/18 data.	Gill Graham
% of residents under 65 who have internet access in some form (Home, phone, libraries, OSS etc)	N/A	N/A	96%		Baseline will be developed in 2017/18 Baseline figure will be developed using 2017/18 data.	Gill Graham
% of adults satisfied with libraries	84.33%	N/A	88%		This indicator is reported through LGBF with the 2017/18 figure due later in the year. However, our quarterly satisfaction reports show an increase throughout 2017/18, with our 2017 figure (91%) showing an 8% improvement on the 2016 figure of 83% .It is also anticipated the 2017/18 target will be met.	Gill Graham
% of adults satisfied with museums and galleries	77.67%	N/A	84%		This indicator is reported through LGBF with the 2017/18 figure due later in the year. However, in October we surveyed over 500 users of the Libraries and Cultural Services and satisfaction with museums was recorded at 97%. It is also anticipated the 2017/18 target will be met.	Gill Graham
CC3b: Number of visits to/usages of council funded or part funded museums that were in person per 1000 population	542	761	750		The target this year was exceeded. The number of visits in person to museums increased by 16.5% to 29,824 in 2017/18. This figure was increased primarily throughout the hosting of a summer 'Brick History' exhibition.	Gill Graham
CC5a: Number of Library visits per 1000 population	8,486	6,530	6,440		The 2017/18 target was achieved. The target was significantly less than 2016/17 performance due to a significant drop in online library visits. This drop followed a	Gill Graham; John Rushton

Performance Indicator			2016/17	2017/18			Assigned To	
			Value	Value	Target	Status		Note
							review of the way the data was recorded. The new figure represents an accurate baseline and the restructure and investment should improve performance further in 2018/19.	
CC5b: Percentage of the resident population who are borrowers from public libraries			19.12%	19.15%	19.6%		This figure has increase marginally this year for the first time in three years. Whilst remaining below target, the Percentage of the resident population who are borrowers from public libraries in West Dunbartonshire remains well above average and in the top quartile nationally.	Gill Graham; John Rushton
Title	Status Icon	Progress Bar	Latest Note				Due Date	Assigned To
Introduce communication standard across the Council		<div><div>66%</div></div>	Due to competing demands only two of three milestones have been completed and the masterclasses will take place in 18/19				31-Mar-2018	Amanda Graham
Improve Customer Experience		<div><div>100%</div></div>	Milestones complete and significant progress made on Website and Online Form Improvement. Delighted to be rated 4* (maximum) by Socitm again in 2017/18. One challenge was Mystery Shopping project failing in year due to lack of engagement by volunteers. This will be revisited in 2018/19				31-Mar-2018	Stephen Daly
Lead and Improve Complaints process and responsiveness		<div><div>100%</div></div>	Action complete with milestones delivered. Successful complaints management processes being adhered to.				31-Mar-2018	Stephen Daly
Implement an online approach to consultation and engagement.		<div><div>100%</div></div>	Action complete. New model of citizens panel in place along with a framework for consultation and engagement activity.				31-Mar-2018	Amanda Coulthard
Ensure a focus on Customer Service Improvement activity.		<div><div>100%</div></div>	Work is progressing on a standard reporting format for improvement areas and lessons learned generated from complaints information. This will be used as part of the mid year progress report on delivery plans in November.				31-Mar-2018	Malcolm Bennie; Stephen Daly

Departmental Risk	Current Risk Matrix	Description	Target Risk Matrix	Assigned To
Failure to implement a robust media and communications strategy	<p>Likelihood</p>  <p>Impact</p>	Council's reputation is not adequately protected as a result of one or several incidents or issues. The ramifications would impact on the Council's legitimacy to manage this area and lead to external pressures from scrutiny bodies. Also that successes are not properly shared, having a negative impact upon how the council is perceived and the morale of employees.	<p>Likelihood</p>  <p>Impact</p>	Amanda Graham
Failure to ensure positive dialogue with local citizens and communities	<p>Likelihood</p>  <p>Impact</p>	The risk is that the Council does not establish or maintain positive communications with local residents and the communities it represents	<p>Likelihood</p>  <p>Impact</p>	Stephen Daly
Failure to effectively manage and learn from complaints	<p>Likelihood</p>  <p>Impact</p>	There is a risk of damage to the Council's reputation. If complaints are not handled effectively, there can be an adverse effect on the public perception of the Council which can lead to a lack of trust in the services provided.	<p>Likelihood</p>  <p>Impact</p>	Stephen Daly
Failure to promote engagement with culture	<p>Likelihood</p>  <p>Impact</p>	Risk to decreasing public access to and participation in cultural activities & events such as exhibitions, concerts, heritage visits and creative learning activities	<p>Likelihood</p>  <p>Impact</p>	Gill Graham
Failure to provide a library service to residents	<p>Likelihood</p>  <p>Impact</p>	The Council has a statutory duty to provide a "comprehensive and efficient" library service to the residents of West Dunbartonshire. Failure to deliver this would have reputational damage to the Council. place the Council at risk of legal challenge and undermine local people's access to learning, knowledge and key Council supports.	<p>Likelihood</p>  <p>Impact</p>	Gill Graham

WEST DUNBARTONSHIRE COUNCIL**Report by Strategic Lead - Regulatory****Cultural Committee: 28 May 2018**

Subject: Town Twinning**1. Purpose**

- 1.1** To inform the Committee of current town twinning links and activity in West Dunbartonshire and to seek the Committee's views on whether these links should be developed.

2. Recommendations

- 2.1** The Committee is asked to consider current town twinning activity and agree on how this should be developed. If the Committee agrees to develop town twinning, it is recommended that as a first step officers be instructed to write to those towns identified by the Committee to establish if they want to reinstate or develop twinning links with West Dunbartonshire.

3. Background

- 3.1** The Council is currently linked with two places in France, firstly through a formal twinning agreement with Argenteuil, near Paris. This town twinning agreement was originally established with the town of Clydebank and was extended to cover the whole of West Dunbartonshire in 1996. The second link is a friendship agreement with the town of Beauvoisin, Gard District, which was formalised through the signing of a Friendship Charter in 2010.
- 3.2** In recent years, there has been very little contact between the respective authorities and no civic events/visits have been organised in the past five years due to financial pressures on the Council. However, the link with Argenteuil is still active and the Sandra Lees School of Highland Dance has continued to represent West Dunbartonshire at the annual International Dance Festival held in Argenteuil and will do so again on 26 May 2018. Eight children, all from West Dunbartonshire Primary Schools, supported by three adults from the dance school, will be given the opportunity to perform in front of an international audience at this well attended event.
- 3.3** In 2010, the Mayor of Zabki Town, Poland, wrote to the Council proposing a twinning arrangement but this was not pursued as the focus then was on developing more formal links with Beauvoisin and the adjoining Languedoc-Roussillon Region where it was hoped that some economic links could also be developed between the two areas.

- 3.4** As part of a civic visit by the Mayor of Beauvoisin, a group of wine producers from the Languedoc-Roussillon Region were given the opportunity to market their products at a stall provided by the Council at the Scottish Highland Games in Levensgrove Park, but this economic link has not been developed further.
- 3.5** The Education Service tried, without success, to re-establish links with Argenteuil and Beauvoisin in 2014 but were later contacted by Loir et Cher in Orléans Tours to develop an area link between their regional education authority in France. West Dunbartonshire established a partnership between the two educational authorities in 2015 as part of an initiative by Scottish Government linked to the framework of the statement of intent for education. Presently, 30 Councils of Scotland have either established or are in the process of establishing a partnership with académie, the regional education authority in France. These partnerships have two major objectives: develop school partnerships to forge global mind set of learners and practitioners; and contribute to improvement in education through peer learning and share of best practices.
- 3.6** The partnership has been very successful; currently 16 West Dunbartonshire schools are partnered with schools in Loir-et Cher and correspond or take part in collaborative projects. To date there have been three visits from French teachers and Education Officers from the region.

4. Main Issues

- 4.1** There will inevitably be some costs involved if the Council decides to play a more active role in town twinning but this cost needs to be weighed up against any educational and cultural gains which its young citizens and others may benefit from by participating in projects/exchanges.
- 4.2** If the Committee does decide that the Council should develop its town twinning links further then it needs to determine which direction it should take: should contact be made with all three towns named above; should priority be given to Argenteuil which has a longer, more formal relationship with Clydebank and West Dunbartonshire than Beauvoisin; or should the Council seek a new town twinning agreement with Zabki? If so, the first step would be for officers to write to them to establish if they want to participate in town twinning activity with this Council. These are some of the issues which the Committee might wish to consider when determining the way forward.

5. People Implications

- 5.1** There are no people implications arising from this report in terms of recruiting additional employees but reactivating town twinning links will require some additional support which will increase workloads.

6. Financial and Procurement Implications

- 6.1** If the Committee decides that the Council should increase its town twinning activity then there will be some financial implications. There is no specific town twinning budget at present but the Council has recently made a budget of £25,000 available to this Committee to attract events of cultural significance and to bring inward investment into the local economy. Accordingly, the Committee would need to determine if this budget should be used to fund any proposed town twinning events which meet this criteria.

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 is no requirement for an equalities impact assessment to be carried out at this stage. However, it may be necessary to undertake EIA screenings if further reports containing specific proposals are submitted on this topic.

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 does not directly support the Council's strategic priorities but there could be some real educational and cultural benefits for those citizens who participate in such events which can indirectly enhance their personal development and life opportunities.

Name: Peter Hessett
Designation Strategic Lead - Regulatory
Date: 4 May 2018

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: All wards.

WEST DUNBARTONSHIRE COUNCIL**Report by Strategic Lead Communication, Culture & Communities****Cultural Committee****28 May 2018**

Subject: Cultural Capital Project Board Update**1. Purpose**

- 1.1** The purpose of this report is to provide Committee with an update on the progress of the Cultural Capital Project Board and current projects being considered for delivery.

2. Recommendations

- 2.1** It is recommended that the committee:

- (i) notes the progress of the Cultural Capital Project Board and the current projects being considered;
- (ii) notes that officers will bring reports to a future Cultural Committee detailing full business cases for discussion for future planned investment projects together with detailed option appraisals.

3. Background

- 3.1** At Council on 5 March 2018 Council earmarked £4 million of capital funding within the Administration budget for 2018/19 to enhance Council Assets during the life of the current administration.
- 3.2** The Council is committed to investing in its cultural and heritage infrastructure in order to unlock regeneration, increase tourism and raise the reputation of the area.
- 3.3** It is anticipated that within the next five years the waterfront area at Clydebank will be transformed and the Council wishes to use this opportunity to undertake and create bold and exciting projects that will help revitalise Council assets and change the perception of the local area.
- 3.4** To drive forward this activity an officer group has been established called the Cultural Capital Project Board, and this is chaired by the Strategic Lead for Communications, Culture and Communities. The Board is looking to develop projects for Elected Members to consider which enhance the historic environment and also deliver wider social, cultural, economic and environmental benefits to West Dunbartonshire Council area.

4. Main Issues

4.1 The Project Board are currently considering the following projects:-

- Clydebank Town Hall – a wide-ranging review including proposed repurposing of elements of the venue space to create an improved gallery and exhibition area, improved access and wayfinding, updated catering facilities and a review of external stonework and roof;
- Bruce Street Baths – proposed refurbishment of this unique building to create an exciting regional exhibition and events space;
- Clydebank Library - proposed creation of a museum space on the basement floor to recognise Clydebank history and compliment the planned internal refurbishment works in the rest of the library building;
- Alexandria Library - proposed creation of more accessible space on the first floor which could include a museum facility recognising Vale of Leven history;

4.2 Officers will develop detailed proposals for each project to include where possible sources to obtain external funding to match or compliment the Council's financial investment.

5. People Implications

5.1 There are no significant people implications at this stage other than the resources required by Communications, Culture & Communities, Asset Management, and Corporate Procurement.

6. Financial and Procurement Implications

Financial

6.1 As noted above the budget was approved for future projects at Council on 5 March 2018.

6.2 Detailed cost proposals will be produced on a project by project basis.

Procurement

6.6 Any future procurement exercises will be conducted in accordance with the agreed contract strategy, produced by the Corporate Procurement Unit in conjunction with Asset Management and Legal Services officers within the provisions of the Councils Standing Orders and Financial Regulations and the terms of the procurement route identified as detailed above.

7. Risk Analysis

7.1 It was not necessary to carry out a risk assessment on the proposal contained within the report. Any risk assessment will be undertaken on a project by project basis if and when a report to Committee is required.

8. Equalities Impact Assessment (EIA)

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

9. Strategic Environmental Assessment (SEA)

- 9.1** A strategic environmental assessment is not necessary for decisions related to this report. Environmental considerations will be addressed through the project development phase for each project and the approach will be governed by the Council Regulatory Authority consultation and approvals.

10. Consultation

- 10.1** Consultation has taken place between Communications, Culture & Communities, Asset Management, Legal Services, Corporate Procurement and Finance.

11. Strategic Assessment

- 11.1** Future proposals for projects will contribute to improving economic growth and employability; and improving local housing and environmentally sustainable infrastructure.

Malcolm Bennie

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Date: 9 May 2018

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Appendices: None

Background Papers: Administration Budget 2018-19 to Council on 5 March 2018

EIA Screening on 9 May 218

Wards Affected: All Wards