



Supplementary Agenda

Corporate Services Committee

Date: Wednesday, 13 November 2019

Time: 10:00

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

Contact: Craig Stewart, Committee Officer
Tel: 01389 737251 craig.stewart@west-dunbarton.gov.uk

Dear Member

ITEMS TO FOLLOW

With reference to the agenda for the above Meeting of the Corporate Services Committee which was issued on 31 October 2019, I now attach for your attention a copy of the undernoted items which were not available for issue at that time.

Yours faithfully

JOYCE WHITE

Chief Executive

Note referred to:-

15	EMPLOYEE WELLBEING: ATTENDANCE MANAGEMENT CORPORATE SERVICES BI-ANNUAL UPDATE (APRIL – SEPTEMBER 2019)	265 - 268
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Submit **Appendices 3 – 5** to the above report by the Strategic Lead – People & Technology.

21 TRANSFORMATION OF ONE STOP SHOPS AND LIBRARY SERVICES 269 – 278

Submit report by the Strategic Lead – Communications, Culture, Communities & Facilities outlining proposals to transform face-to-face services across One Stop Shops and the Library branch network to improve delivery and efficiency.

22 REVIEW OF COMMUNITY FACILITIES 279 – 300

Submit report by the Strategic Lead – Communications, Culture, Communities & Facilities providing members with a proposal on how to deliver the savings allocated in the 2018/19 Council budget to a review of Community Facilities in West Dunbartonshire.

Distribution:-

Councillor Ian Dickson (Chair)
Councillor Jim Brown
Councillor Jim Finn
Councillor Diane Docherty
Councillor Daniel Lennie
Councillor Caroline McAllister
Councillor David McBride
Councillor Jonathan McColl
Councillor Iain McLaren (Vice Chair)
Councillor John Mooney
Councillor Lawrence O'Neill
Councillor Martin Rooney

All other Councillors for information

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

Date of issue: 7 November 2019

TABLE 1 - Headline Figure

Q1 2019/20	2.12	Q1 2018/19	1.70	Year on Year +/-	24.9%
	1.63		1.58		3.4%

TABLE 2 - Days Lost per Employee

Service	FTE Employees	ACTUAL WORKING DAYS LOST				Total Working Days Lost	Total FTE Days Lost	Total FTE Days Lost by FTE Employees
		Intermittent 1-3 days	Short Term 4-5 days	Medium Term 6 days - 4 weeks	Long Term over 4 weeks			
Communications, Culture & Communities	125.50	24.5	15.0	58.7	495.8	594.0	483.53	3.85
Education Learning & Attainment (Support Staff)	752.52	206.5	93.0	322.8	1529.1	2151.4	1,567.35	2.08
People & Technology	91.07	9.5	0.0	4.3	38.2	52.0	42.52	0.47
Regulatory	96.25	13.0	13.0	18.8	0.0	44.8	42.25	0.44
Resources	251.08	52.5	59.0	70.7	565.3	747.5	658.83	2.62
Transformation & Public Service Reform (excl. Teachers) TOTAL	1,316.43	306.0	180.0	475.4	2628.3	3589.7	2,794.47	2.12
Education Learning & Attainment (Teachers)	905.00	206.0	43.0	190.4	691.4	1130.8	835.56	0.92
Transformation & Public Service Reform (Incl. Teachers) TOTAL	2,221.44	512.0	223.0	665.8	3319.8	4720.5	3,630.03	1.63

TABLE 3 - Breakdown of Days Lost by Duration Category

Duration	Total Working Days Lost	Percentage of Lost Days
Intermittent (1-3 days)	512.0	10.85%
Short Term (4-5 days)	223.0	4.72%
Medium Term (6 days-4 weeks)	665.8	14.10%
Long Term (over 4 weeks)	3319.8	70.33%
TOTAL	4720.5	100.00%

Working Days Lost

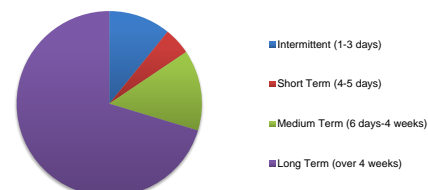


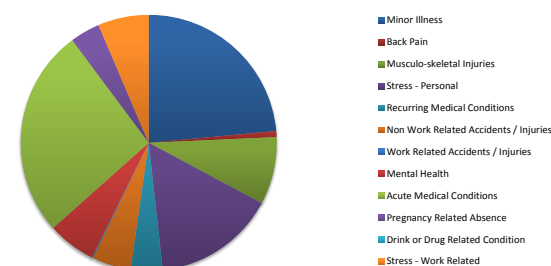
TABLE 4 - Absence Reasons

Service	FTE Employees	Absence Reasons											Total Working Days Lost	FTE Days Lost	Total FTE Days Lost by FTE Employees	
		Minor Illness	Back Pain	Musculo-skeletal Injuries	Stress - Personal	Recurring Medical Conditions	Non Work Related Accident / Injuries	Work Related Accidents / Injuries	Mental Health	Acute Medical Conditions	Pregnancy Related Absence	Drink or Drug Related Condition				Stress - Work Related
Communications, Culture & Communities	125.50	54.2	0.0	42.4	168.9	65.0	38.3	0.0	22.1	120.5	0.0	0.0	82.6	594.0	483.53	3.85
Education Learning & Attainment (Support Staff)	752.52	516.9	0.0	244.9	191.4	62.0	44.0	1.0	157.1	655.2	145.8	0.0	133.1	2151.4	1,567.35	2.08
People & Technology	91.07	28.3	0.0	0.0	0.0	3.0	20.7	0.0	0.0	0.0	0.0	0.0	0.0	52.0	42.52	0.47
Regulatory	96.25	37.5	0.0	7.3	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	44.8	42.25	0.44
Resources	251.08	109.4	33.9	47.7	147.6	39.1	61.6	0.0	108.4	143.0	19.0	0.0	37.9	747.5	658.83	2.62
Transformation & Public Service Reform (excl. Teachers) TOTAL	1,316.43	746.3	33.9	342.2	507.9	169.1	164.6	1.0	287.7	918.7	164.8	0.0	253.6	3589.7	2,794.47	2.12
Education Learning & Attainment (Teachers)	905.00	364.3	2.0	59.8	221.6	20.6	67.0	6.5	0.0	326.6	13.0	0.0	49.6	1130.8	835.56	0.92
Transformation & Public Service Reform (Incl. Teachers) TOTAL	2,221.44	1110.6	35.9	402.0	729.4	189.7	231.6	7.5	287.7	1245.3	177.8	0.0	303.1	4720.5	3,630.03	1.63

TABLE 5 - Days Lost by Absence Category

Absence Reason	Total Working Days Lost	Percentage of Lost Days
Minor Illness	1110.6	23.53%
Back Pain	35.9	0.76%
Musculo-skeletal Injuries	402.0	8.52%
Stress - Personal	729.4	15.45%
Recurring Medical Conditions	189.7	4.02%
Non Work Related Accidents / Injuries	231.6	4.91%
Work Related Accidents / Injuries	7.5	0.16%
Mental Health	287.7	6.09%
Acute Medical Conditions	1245.3	26.38%
Pregnancy Related Absence	177.8	3.77%
Drink or Drug Related Condition	0.0	0.00%
Stress - Work Related	303.1	6.42%
TOTAL	4720.5	100.00%

Working Days Lost



WDC Absence Statistics

 Department: Chief Exec Office
 Period: Q2 2019/20

TABLE 1 - Headline Figure

Q2 2019/20	1.89	Q2 2018/19	1.60	Year on Year +/-	18.1%
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TABLE 2 - Days Lost per Employee

Service	FTE Employees	ACTUAL WORKING DAYS LOST				Total Working Days Lost	Total FTE Days Lost	Total FTE Days Lost by FTE Employees
		Intermittent 1-3 days	Short Term 4-5 days	Medium Term 6 days - 4 weeks	Long Term over 4 weeks			
People & Technology	93.07	8.0	4.0	22.6	29.3	63.9	57.35	0.62
Regulatory	96.72	11.5	0.0	13.6	29.3	54.4	53.16	0.55
Resources	226.81	36.0	18.0	69.3	657.9	781.2	675.40	2.98
Chief Exec Office TOTAL	416.60	55.5	22.0	105.5	716.4	899.4	785.91	1.89

TABLE 3 - Breakdown of Days Lost by Duration Category

Duration	Total Working Days Lost	Percentage of Lost Days
Intermittent (1-3 days)	55.5	6.17%
Short Term (4-5 days)	22.0	2.45%
Medium Term (6 days-4 weeks)	105.5	11.73%
Long Term (over 4 weeks)	716.4	79.66%
TOTAL	899.4	100.00%

Working Days Lost

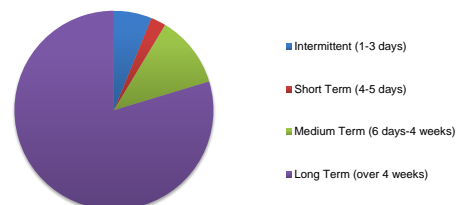


TABLE 4 - Absence Reasons

Service	FTE Employees	Absence Reasons												Total Working Days Lost	FTE Days Lost	Total FTE Days Lost by FTE Employees
		Minor Illness	Back Pain	Musculo-skeletal Injuries	Stress - Personal	Recurring Medical Conditions	Non Work Related Accidents / Injuries	Work Related Accidents / Injuries	Mental Health	Acute Medical Conditions	Pregnancy Related Absence	Drink or Drug Related Condition	Stress - Work Related			
People & Technology	93.07	17.7	0.0	8.6	0.0	4.0	0.0	0.0	29.3	4.3	0.0	0.0	0.0	63.9	57.35	0.62
Regulatory	96.72	13.5	0.0	32.3	0.0	0.0	0.0	0.0	0.0	8.6	0.0	0.0	0.0	54.4	53.16	0.55
Resources	226.81	157.2	78.4	67.9	124.2	16.7	49.3	0.0	12.6	245.2	21.2	0.0	8.6	781.2	675.40	2.98
Chief Exec Office TOTAL	416.60	188.4	78.4	108.7	124.2	20.7	49.3	0.0	41.9	258.0	21.2	0.0	8.6	899.4	785.91	1.89

TABLE 5 - Days Lost by Absence Category

Absence Reason	Total Working Days Lost	Percentage of Lost Days
Minor Illness	188.4	20.95%
Back Pain	78.4	8.72%
Musculo-skeletal Injuries	108.7	12.09%
Stress - Personal	124.2	13.81%
Recurring Medical Conditions	20.7	2.30%
Non Work Related Accidents / Injuries	49.3	5.48%
Work Related Accidents / Injuries	0.0	0.00%
Mental Health	41.9	4.65%
Acute Medical Conditions	258.0	28.69%
Pregnancy Related Absence	21.2	2.36%
Drink or Drug Related Condition	0.0	0.00%
Stress - Work Related	8.6	0.95%
TOTAL	899.4	100.00%

Working Days Lost

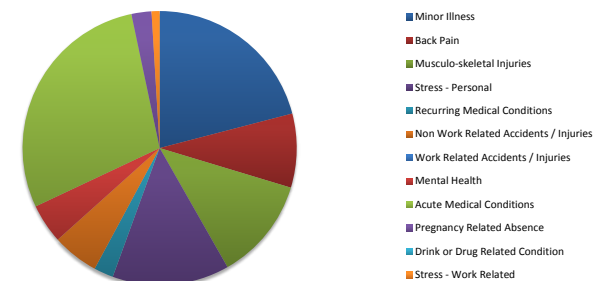


TABLE 1 - Headline Figure

Q2 2019/20	1.23	Q2 2018/19	1.87	Year on Year +/-	-34.1%
	1.11		1.37		-19.0%

TABLE 2 - Days Lost per Employee

Service	FTE Employees	ACTUAL WORKING DAYS LOST				Total Working Days Lost	Total FTE Days Lost	Total FTE Days Lost by FTE Employees
		Intermittent 1-3 days	Short Term 4-5 days	Medium Term 6 days - 4 weeks	Long Term over 4 weeks			
CCCF	432.36	102.0	82.0	369.0	1261.2	1814.2	393.03	0.91
Education Learning & Attainment (Support Staff)	756.64	92.5	41.5	422.8	965.9	1522.7	1,091.50	1.44
Resources (Pro)	20.53	0.5	0.0	0.0	12.0	12.5	8.73	0.43
Transformation & Public Service Reform (excl. Teachers) TOTAL	1,209.52	195.0	123.5	791.9	2239.1	3349.5	1,493.26	1.23
Education Learning & Attainment (Teachers)	914.43	126.5	37.0	168.6	783.5	1115.6	871.25	0.95
Transformation & Public Service Reform (Incl. Teachers) TOTAL	2,123.95	321.5	160.5	960.4	3022.6	4465.0	2,364.51	1.11

TABLE 3 - Breakdown of Days Lost by Duration Category

Duration	Total Working Days Lost	Percentage of Lost Days
Intermittent (1-3 days)	321.5	7.20%
Short Term (4-5 days)	160.5	3.59%
Medium Term (6 days-4 weeks)	960.4	21.51%
Long Term (over 4 weeks)	3022.6	67.69%
TOTAL	4465.0	100.00%

Working Days Lost

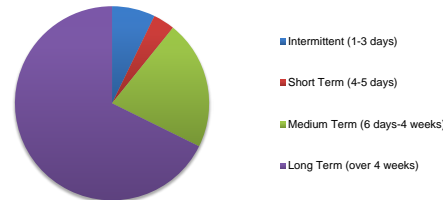


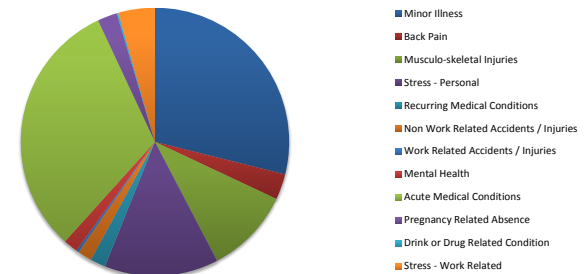
TABLE 4 - Absence Reasons

Service	FTE Employees	Absence Reasons												Total Working Days Lost	FTE Days Lost	Total FTE Days Lost by FTE Employees
		Minor Illness	Back Pain	Musculo-skeletal Injuries	Stress - Personal	Recurring Medical Conditions	Non Work Related Accidents / Injuries	Work Related Accidents / Injuries	Mental Health	Acute Medical Conditions	Pregnancy Related Absence	Drink or Drug Related Condition	Stress - Work Related			
CCCF	432.36	617.0	90.7	171.6	351.7	19.1	54.3	15.0	1.0	365.5	0.0	8.6	119.7	1814.2	393.03	0.91
Education Learning & Attainment (Support Staff)	756.64	478.6	9.0	101.0	194.6	49.0	5.0	0.0	27.4	540.0	67.1	0.0	50.9	1522.7	1,091.50	1.44
Resources (Pro)	20.53	0.5	0.0	0.0	0.0	0.0	0.0	0.0	12.0	0.0	0.0	0.0	0.0	12.5	8.73	0.43
Transformation & Public Service Reform (excl. Teachers) TOTAL	1,209.52	1096.1	99.7	272.6	546.3	68.1	59.3	15.0	40.4	905.5	67.1	8.6	170.7	3349.5	1,493.26	1.23
Education Learning & Attainment (Teachers)	914.43	194.1	38.6	188.9	67.9	14.3	17.0	0.0	36.4	493.8	38.2	0.0	26.4	1115.6	871.25	0.95
Transformation & Public Service Reform (Incl. Teachers) TOTAL	2,123.95	1290.3	138.3	461.4	614.2	82.4	76.3	15.0	76.9	1399.4	105.3	8.6	197.1	4465.0	2,364.51	1.11

TABLE 5 - Days Lost by Absence Category

Absence Reason	Total Working Days Lost	Percentage of Lost Days
Minor Illness	1290.3	28.90%
Back Pain	138.3	3.10%
Musculo-skeletal Injuries	461.4	10.33%
Stress - Personal	614.2	13.75%
Recurring Medical Conditions	82.4	1.85%
Non Work Related Accidents / Injuries	76.3	1.71%
Work Related Accidents / Injuries	15.0	0.34%
Mental Health	76.9	1.72%
Acute Medical Conditions	1399.4	31.34%
Pregnancy Related Absence	105.3	2.36%
Drink or Drug Related Condition	8.6	0.19%
Stress - Work Related	197.1	4.41%
TOTAL	4465.0	100.00%

Working Days Lost



WEST DUNBARTONSHIRE COUNCIL**Report by Strategic Lead – Communications, Culture and Communities****Corporate Services Committee: 13 November 2019**

Subject: Transformation of One Stop Shop and Library Services**1. Purpose**

- 1.1** The purpose of this report is to outline proposals to transform face-to-face services across One Stop Shops and the Library branch network to improve delivery and efficiency.

2. Recommendations

- 2.1** It is recommended that members:

- note positive relocation of the One Stop Shop to Alexandria Library in 2018/19;
- agree to merge the Citizen Services and Library Services face-to-face delivery enabling residents to access One Stop Shop support from nine venues across West Dunbartonshire instead of the current three;
- agree to relocate the One Stop Shop function from the Clydebank Town Centre Office into the busy Clydebank Library 300m away;
- agree to generate £150k of efficiencies from these changes by 2021/22 to assist with the Council's budget position;

3. Background

- 3.1** Citizen Services undertook a significant restructure effective from 1 May 2018 to deliver revenue savings of £140,000 per annum.
- 3.2** This service review included the transfer of the face-to-face service from the Mitchell Way office to Alexandria Library in 2018/19. This has been positively received by residents and staff and has been shown to be an effective and efficient model for delivery of our face-to-face services.
- 3.3** Both Citizen Services and Library staff in Alexandria have reported this new model of working and sharing space as being very positive. The teams have made the library a welcoming and engaging space for residents for all enquiries. Citizen Service's staff have reported that they find the Library a much better environment to meet residents, and this has assisted in developing stronger relationships within the local community. The two teams have also naturally bonded and now complement one another to provide

greater resilience with each others services and tasks, such as locking up and opening. No formal complaints were received from the public following the relocation, and none have been submitted at any point since.

- 3.4** Data from people counters evidences an increase in footfall in Alexandria Library of 3,788 (5.5%) when comparing 2017/18 with 2018/19. The increase in footfall in Alexandria Library further supports the success of this model with residents happy to engage with Citizen Services in this location. The increase in footfall has the additional positive benefit of increasing the profile and viability of the Library, and offering potential for further developing its role within the community.
- 3.5** The current staffing establishment within Citizen Services for face-to-face provision across our three locations in Alexandria Library, Church Street and Clydebank One Stop shop is 8FTE.
- 3.6** The current staffing establishment within Libraries & Cultural Services for face-to-face provision across eight library branches is 21.25FTE.
- 3.7** The current One Stop Shop set-up means that citizens have to travel distances of up to four miles for face-to-face support in our three locations. It also means that Council Information Officers and Library Assistants continue to undertake traditional front-facing tasks with residents when a modest amount of training would allow them to deliver both functions.
- 3.8** The Council's Manager for Citizen Services has also been the interim Manager for the Libraries Service for the past year. This situation has created a unique opportunity to shape a merged service area with the most effective operational model possible.
- 3.9** It is also worth noting how this collaboration activity would feed into the national agenda for transforming libraries into strong community hubs. Working well these changes would deliver services which support the Scottish Government's agenda to improve literacy, raise attainment and encourage lifelong learning. This can be done through the traditional loan of fiction and non-fiction works in a range of formats including physical, digital and audiobook. Our libraries also ensure residents can access the internet and are supported in digital learning to minimise digital exclusion. Other services offered in West Dunbartonshire also include Macmillan Cancer Support, Working4U advice classes as well as a broad range of lifelong learning activities and events.
- 3.10** Consideration of this area also aligns with the Scottish Library Information Council (SLIC) vision which states: "Public libraries should operate both as social change agents and as a key strand in the social safety net, providing essential lifelines to jobs, educational opportunity, literacy, health resources and access to government and community services for all, especially the least advantaged". Providing Citizen Services from all branches would give the

residents of West Dunbartonshire – and particularly those most in need – that improved access to local services.

4. Main Issues

4.1 It is proposed the Council merges the Council Information Officer and Library and Culture Assistant roles by developing a new role profile. This would allow multi-skilled employees to answer citizen enquiries and fulfil traditional library tasks such as checking in books or joining new members. A supporting training plan would be developed to support this change. This proposal has benefits to both the Council and our employees by developing their skills and enhancing the resilience of our service.

4.2 The proposal offers the opportunity to improve and increase face-to-face service and locations across the authority with citizens being able to access support at any of the following locations:

- Alexandria Library
- Balloch Library
- Dumbarton Library
- Church Street
- Dalmuir Library
- Parkhall Library
- Duntocher Library
- Faifley Library
- Clydebank Library

This would be a significant expansion compared to the current three Citizen Service locations available. There would also be a significant increase in service hours available to residents, including during the evening and on Saturdays:

Provision	Total hours available to residents
Existing three Citizen Services venues	105 hours per week
Proposal to move to nine venues	287 hours per week

This change supports the Council's Strategic Plan objective to develop efficient and effective frontline services. It will also create local hubs where citizens can access information and support on Council services in safe and welcoming environments that they are familiar with.

4.3 If approved, Citizen Services and Library service would engage with partner Council services to enhance and develop processes to ensure a smooth transition in models. The ultimate goal would be to operate the most effective and efficient methods of passing on and updating information - reducing timescales for citizens and sharing information across services.

- 4.4** As well as improving the service for residents, this change will also allow efficiencies in service delivery. It is estimated that, if point 4.5 is agreed, six G3 posts could be deleted from the newly combined team without a disruption to citizens. It is expected that this could be delivered through a combination of natural wastage and not filling vacancies, as well as through voluntary severance. These changes would be phased in over 16 months to ensure there was plenty of time to consult with employees, manage the change process supportively, and explore and identify individual solutions.
- 4.5** In addition to the merging of the two roles it is proposed the Council relocates the One Stop Shop face-to-face service from the Clydebank Town Centre Office (CTCO) to Clydebank Library effective from 1 May 2020. This date allows for the busy April period when Council Tax enquiries are highest to be managed before the change is implemented. This timeline would also allow for essential consultation and planning.
- 4.6** Such a move would address and respond to the declining visitor numbers to the CTCO which has been a positive consequence of the Council channel shift undertaken in recent years. The biggest evidence of this is that following the decision by Council to transfer all cash and card payments to PayPoint and Post Offices there has been a reduction in footfall to the CTCO of 27,386 (35%) over the past 12 months.
- 4.7** Extensive capital improvement works began in August 2019 at Clydebank Library to change the internal design. If the proposed relocation is agreed now then this work could be adapted to ensure the branch provides an ideal setting for this new dual purpose.
- 4.8** It is important to note that the CTCO acts as a base for more than 60 Council employees from various services (listed at 4.7). The One Stop Shop team is made up of only four employees and so the CTCO would remain a busy and viable office following this change.
- 4.9** A short-life working group, including all internal stakeholders, would be established to manage this process successfully. Those participating on the working group would be:
- Citizen Services
 - Asset Management
 - Housing
 - Working 4 U
 - Registrars
 - Revenue and Benefits
 - Clydebank Municipal Bank
 - Business Gateway
 - OD&C

The short-life working group would consider the options for how the building would operate best moving forward for residents and employees.

- 4.10** The Citizen Services team would support the change using a floor-walker at the CTCO to help direct visitors to the new arrangements. The working group would establish how this would best operate thereafter. Our recommended solution beyond this would be to work with services to support the introduction of an appointments-based service for all teams working at the CTCO. An appointments based model allows for more effective management of resourcing with citizens being offered an appointment at a suitable location and time with the most appropriate member of staff who will be able to discuss and resolve their enquiry. This would resolve more resident issues first-time and ensure resourcing of teams can be effectively and efficiently managed across all services. It will also reduce the waiting times that residents currently face when turning up to access CTCO services without appointments.
- 4.11** The Municipal Bank would continue to operate as normal with users familiar with entering the CTCO and walking to the top of the building to access these services. Signage could be installed to assist with this journey.
- 4.12** The anticipated saving from merging the frontline roles in Citizen Services and library branches, and moving to Clydebanks Library, would be £150,000 per annum. If the move to Clydebanks Library was not approved then the savings possible from the merged service would reduce to approximately £40,000. This significant drop is because the Council would effectively be building-in duplication by operating two separate and large teams within 300m of each other.
- 4.13** In summary, the transformation of Citizen and Library Services offers the opportunity to improve and increase face-to-face service and locations across the authority. This supports delivery of developing efficient and effective frontline services creating local hubs where Citizens can access information and support on Council services in safe and welcoming environments across the Council area.

5. People Implications

- 5.1** These proposals, if agreed in full, would lead to a reduction of six G3 posts by 2021/22. This would be achieved through natural wastage, redeployment within Citizen Service, Library services or the wider Council, and voluntary early release.
- 5.2** The changes would be as follows:
- One post will be reduced from Citizen Services One Stop Shop, presently eight FTE, through a vacancy review in 2020/21
 - A further five FTE posts will be removed across One Stop Shop and Library services by 2021/22.

6. Financial and Procurement Implications

6.1 These changes will generate revenue savings of £25,000 in 2020/21, and a total of £150,000 per annum from 2021/22.

6.2 There are no procurement implications arising from this report.

7. Risk Analysis

7.1 There is a risk if the Council doesn't make this change that it will not be delivering the most efficient services at best value to residents.

7.2 There is a risk of negative perception of significant change from both staff and residents regarding this proposal. This will be mitigated by using the long lead-in time to work with employees through this process. They will be encouraged to fully participate in the drafting of the merged role profile, development of a training plan, and the way the services will be delivered in the branches – including most importantly at Clydebank Library. This lead-in time will also allow us to develop solutions with Council colleagues and effectively communicate those to service users. We will also be able to illustrate the benefits by pointing to the success of Alexandria where there has been improved service delivery to residents, and better working practices for staff as detailed throughout the report.

7.3 There is a risk that residents will be unhappy about the change in location in Clydebank. Learning from our move to Alexandria Library we will ensure the building is fit for purpose from the start, and that the benefits are positively and effectively communicated to residents. We will also ensure strong supporting relationships and robust processes are in place with partner services to avoid residents being inconvenienced by being redirected to either Clydebank Library or the CTCO. Some of these issues should be mitigated by the fact that many OSS visitors are already regular users of the busy Clydebank library.

7.4 There is a risk that remaining services at CTCO will struggle to cope with continued face-to-face contact, and that residents will be frustrated by new arrangements. As detailed above a floor-walker will manage this process, and the short-life working group will explore and identify the best solutions moving forward.

8. Equalities Impact Assessment (EIA)

8.1 An initial screening has been completed and identified the need for a full Equalities Impact Assessment. The EIA, which is attached as Appendix 1, supported the introduction of this proposal without any significant concerns.

9. Consultation

9.1 Consultation has taken place with colleagues in Housing Options, Homelessness, Revenue and Benefits, Working 4 U, Business Gateway, Registrars, and Clydebank Municipal Bank. Consultation has also taken place

with Finance, Legal, HR and Procurement, as well as the Council's senior management.

11. Strategic Assessment

11.1 The proposal outlined within the report supports the following Council strategic priorities:

- Open, accountable & accessible local government
- Efficient and effective frontline services that improve the everyday lives of residents

Malcolm Bennie

Strategic Lead – Communications, Culture and Communities

Date: 5/11/2019

Person to Contact: Stephen Daly
Citizen and Digital Service Manager
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Background Papers: None

Wards Affected: All

AssessmentNo	146	Owner	acoulthard	
Resource	Transformation		Service/Establishment	CCCF
	First Name	Surname	Job title	
Head Officer	Stephen	Daly	Citizen & Digital Services Manager	
	(include job titles/organisation)			
Members	Malcolm Bennie - Strategic Lead Amanda Coulthard- Performance & Strategy Manager			
	<i>(Please note: the word 'policy' is used as shorthand for strategy policy function or financial decision)</i>			
Policy Title	Transformation of OSS & Libraries			
	The aim, objective, purpose and intended outcome of policy			
	Merge the Citizen Services and Library Services face-to-face delivery enabling citizens to access One Stop Shop support from eight library buildings across West Dunbartonshire			
	Service/Partners/Stakeholders/service users involved in the development and/or implementation of policy.			
	Citizen & Digital Services Library Services Performance & Strategy			
Does the proposals involve the procurement of any goods or services?			No	
If yes please confirm that you have contacted our procurement services to discuss your requirements.			No	
SCREENING				
<i>You must indicate if there is any relevance to the four areas</i>				
Duty to eliminate discrimination (E), advance equal opportunities (A) or foster good relations (F)			Yes	
Relevance to Human Rights (HR)			Yes	
Relevance to Health Impacts (H)			Yes	
Relevance to Social Economic Impacts (SE)			Yes	
Who will be affected by this policy?				
Employees and citizens who use libraries and/or One Stop Shops				
Who will be/has been involved in the consultation process?				
Builds on experience of the relocation of the Alexandria OSS to Alexandria library and the user feedback from this				
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	The demographic and deprivation profile of the area means that there are a number of residents who require a significant level of face to face support which is unlikely to reduce in	The transformation of Citizen and Library Services offers the opportunity to improve and increase face-to-face service and locations across the authority with Citizens being	The proposal offers the opportunity to improve and increase face-to-face service and locations across the authority with Citizens being able to access services at any of the following locations:	

		able to access services at any of the eight libraries across the authority rather than the three Citizen Service locations currently available. This supports delivery of developing efficient and effective front-line services creating local hubs where Citizens can access information and support on Council services in safe and welcoming environments across the Council area.	<ul style="list-style-type: none"> • Alexandria Library • Balloch Library • Dumbarton Library • Church Street • Dalmuir Library • Parkhall Library • Duntocher Library • Faifley Library • Clydebank Library <p>This would be a significant expansion compared to the current three Citizen Service locations available. This supports delivery of developing efficient and effective frontline services, and will creating local hubs where citizens can access information and support on Council services in safe and welcoming environments.</p>
Disability			
Social & Economic Impact	Digital literacy remains a challenge for some in the area, meaning the move to self-serve is not appropriate for all citizens.		Working well these changes would deliver services which support the Scottish Government's agenda to improve literacy, raise attainment and encourage lifelong learning. This can be done through the traditional loan of fiction and nonfiction works in a range of formats including physical, digital and audiobook. Our libraries also ensure residents can access the internet and are supported in digital learning to minimise

			digital exclusion.
Sex			
Gender Reassign			
Health			
Human Rights			
Marriage & Civil Partnership			
Pregnancy & Maternity			
Race			
Religion and Belief			
Sexual Orientation			
Actions			
Policy has a negative impact on an equality group, but is still to be implemented, please provide justification for this.			
Will the impact of the policy be monitored and reported on an ongoing basis?			
Q7 What is your recommendation for this policy?			
Introduce			
Please provide a meaningful summary of how you have reached the recommendation			
This redesign will provide a range of positive impacts which benefit many vulnerable residents in West Dunbartonshire by increasing accessibility of key front-line services through local one stop shop provision in branch libraries.			

WEST DUNBARTONSHIRE COUNCIL

Report by Strategic Lead for Communications, Culture, Communities and Facilities

Corporate Services Committee: 13 November 2019

Subject: Review of Community Facilities

1. Purpose

- 1.1** The purpose of this report is to provide members with a proposal on how to deliver the savings allocated in the 2018/19 Council budget to a review of Community Facilities in West Dunbartonshire.

2. Recommendations

- 2.1** It is recommended that members:
- note the engagement activity with the community which has taken place to date;
 - note the £5m planned investment by the Council in its Community Centres in the coming years;
 - agree Option C which would see West Dunbarton Leisure Trust (WDLT) undertake a review of service delivery in Community Facilities to make efficiencies worth £130,000 in 2020/21;
 - agree that the opening hours at Glenhead Community Centre are amended primarily around those of Duntocher Library to deliver an additional £57,000 saving in 2020/21; and that work is undertaken to support existing bookings to transition to new arrangements either staying at Glenhead, or other nearby venues such as Duntocher Village Hall and Antonine Sports Centre
 - agree that the Strategic Lead for CCCF and Assets Co-ordinator are given delegated authority to enter into discussions aimed at transferring responsibility for the West Dunbartonshire Activity Centre in Brucehill to the West Dunbartonshire Gymnastics Club, if they are willing, either by way of asset transfer or lease;
 - agree that the Strategic Lead for CCCF and Assets Co-ordinator are given delegated authority to enter into discussions with the local Bowling group, if they are willing, to become key-holders for Bowling Hall;
 - agree that that the Strategic Lead for CCCF leads continuous engagement with Community Centre users to encourage asset transfer and other forms of community empowerment.

3. Background

3.1 The Council currently owns the following Community Centres in West Dunbartonshire:

Venue	Facilities	Distance to nearest alternative facility (<i>not including Church Halls</i>)
Alexandria Community Centre	Large multi-purpose centre offering a varied programme of activities and facilities to the community. Also main office for WDLT	St Mary's PS (0.4mi) Christie Park PS (0.4mi) Vale of Leven Academy (0.7 mi)
Bonhill Community Centre	Medium-sized centre offering a sports hall and meeting rooms	St Ronan's PS (0 mi) Lennox PS (0.7mi) Bonhill PS (0.9mi)
Bowling Village Hall	A small centre offering meeting space to the local community	Gavinburn PS (4mi)
Clydebank East Community Centre	Small centre offering sports hall and meeting rooms	Centre 81 (0.3mi) OHR PS (0.3mi) Whitcroft PS (0.5mi) Linnvale PS (0.7mi) Clydebank Leisure Centre (1mi) SPTA (1.7mi) St Eunan's PS (1.8 mi)
Concord Community Centre	Medium-sized centre offering a sports hall and meeting rooms suitable for 4-30 people	Meadow Leisure Centre (0.4 mi) Knoxland PS (0.5mi) Braehead PS (0.6mi) Dumbarton Academy (0.7mi)
Dalmuir Community Centre	A large centre offering a sports hall and rooms capable of holding up to 100 people	St Stephens PS (0.4mi) Our Lady of Loretto (0.5mi) Clydemuir PS (0.7mi)
Denny Civic Theatre	Large facility that can serve as a theatre, concert hall or conference venue	Meadow Leisure Centre (0.4 mi) Knoxland PS (0.5mi) Braehead PS (0.7mi) Dumbarton Academy (0.7mi)
West Dumbarton Activity Centre	The facility offers state of the art gymnastics activity and equipment.	St Michael's PS (0.3mi) Dalreoch PS (0.6mi)

Glenhead Community Centre	A small venue with sports hall and rooms suitable for small functions.	Duntocher Village Hall (0.2mi) St Mary's PS (0.2mi) Antonine Sports Centre (0.3mi) Carleith PS (0.6mi) Skypoint Centre (1mi)
Hub Community Centre	A large facility offering a sports hall and rooms capable of holding up to 100 people	Kilbowie PS (0.2mi) St Eunan's PS (0.3mi) SPTA (0.3mi) Clydebank Leisure Centre (1.3mi)
Napier Hall	A medium sized facility with function rooms capable of holding up to 160 people.	Gavinburn PS (0.3m)
Skypoint	Skypoint is a large venue with a hall – including stage - suitable for up to 150 people and parking for 40 vehicles.	Edinbarnet PS (0.2mi) St Josephs PS (0.5mi) Antonine Sports Centre (0.9mi) SPTA (1.3mi)
Dalmonach	Opening in Winter 2019	Bonhill Community Centre (0.7mi) Alexandria Community Centre (0.7mi) Bonhill Primary School (0.7mi) St Ronan's Primary School (0.7mi)

- 3.2** At Appendix 1 a geographical illustration of the Community Centres can be seen. This shows that the Community Centres are split into wards as follows:

Location	Number
Ward 1 (Lomond)	0
Ward 2 (Leven)	2
Ward 3 (Dumbarton)	4
Ward 4 (Kilpatrick)	2
Ward 5 (Clydebank Central)	1
Ward 6 (Clydebank Waterfront)	3

- 3.3** All community centres are managed on the Council's behalf by WDLT. Each community centre generates the following income levels per year:

Venue	Income in 2018/19	Hours open per week	Average Income per hour
Alexandria Community Centre	£39,572	69	£11.47
Bonhill Community Centre	£9,991	46.5	£4.30
Bowling Village Hall	£1,780	<i>Only opened when a booking made</i>	N/A
Clydebank East Community Centre	£17,022	55	£6.19
Concord Community Centre	£38,630	69	£11.20
Dalmuir Community Centre	£52,243	70	£14.93
Denny Civic Theatre	£36,207	<i>Only opened when a booking made</i>	N/A
West Dumbarton Activity Centre	£15,726	70	£4.49
Glenhead Community Centre	£14,064	58	£4.85
Hub Community Centre	£33,225	69	£9.63
Napier Hall	£17,537	60	£5.85
Skypoint	£131,505	67.5	£38.96
Total	£407,503	634 hrs	£12.85

- 3.4** It is not possible to provide a breakdown of the cost of operating each Community Centre because the staffing team services the entire network rather than each venue. For example, if there are no bookings in a venue then WDLT Facilities Assistants can be deployed elsewhere to fill gaps. The following table provide an illustration of the overall cost of delivering these venues in their current model:

Type of Community Facility expenditure	2018/19
Employee costs (1 FTE Community Facilities Officer, 3 Duty Officers, 22 FTE Facilities Assistants & 4.3 FTE General Operatives)	£908,125
Property costs	£252,979
Central Repairs Allocation	£12,615
Total costs	£1,173,719
Total income	£407,503
Net loss	£766,216

- 3.5** The Council has an ongoing building upgrades plan which will help to improve the Community Centres in the coming years. The following table outlines the investment that is planned:

Venue	Spend planned 2019/20 to 2022/23
Alexandria Community Centre	£691,000
Bonhill Community Centre	£230,180
Bowling Village Hall	£162,680
Clydebank East Community Centre	£118,190
Concord Community Centre	£745,330
Dalmuir Community Centre	£1,009,240
Denny Civic Theatre	£708,680
West Dumbarton Activity Centre	£74,860
Glenhead Community Centre	£193,460
Hub Community Centre	£572,100
Napier Hall	£208,324
Skypoint	£689,820
Totals	£5,403,864

- 3.6** In March 2018, as part of 2018/19 budget setting meeting, Council agreed a £130k saving should come following a review of community facilities. The Administration comment outlined: “The leisure trust will conduct a review to determine which community facilities are being under utilised and are suitable for closure. We will encourage groups in these communities to take ownership of these centres, using the Community Empowerment Act to enable asset transfers, supported by our Community Empowerment Team.”
- 3.7** In practice WDLT only operate the Community Centres on the Council’s behalf, and so it was more appropriate for this activity to be led by Council officers with information supplied by the Leisure Trust.

4. Main Issues

August 2018 Engagement Sessions

- 4.1** Initial engagement sessions were held in August 2018 to gather the views of existing users of the Community Centres. It was hoped this would give an insight into the strengths and weakness of community facilities from the perspective of current users. The sessions were advertised by WDLT using their existing contact list, along with posters in community facilities and social media advertising.
- 4.2** In total 105 attendees from 44 separate organisations took part in sessions across 10 community facilities. In addition, 168 people responded to an online survey which sought to gather information on usage of community facilities and methods of travel to the facilities.

- 4.3** Users reported that the current community facilities were in a good location, and that they felt they provided a facility/venue that would otherwise not be available to them. Many users also highlighted the benefit of having childcare and out-of-school clubs in these local facilities. In addition users highlighted that the community facilities provide a central venue for groups to meet and their multi-use for foodbanks and support groups was added value to the community.
- 4.4** However, user groups also highlighted the poor state of repair of their local facility, the poor signage and often complicated booking and pricing system as a challenge to making best use of the facilities. The lack of Wi-Fi and poor internal layout and facilities were also highlighted as less-than-ideal and given as examples of why the facilities were not better used by a wider audience.
- 4.5** During these engagement sessions the user groups also highlighted a range of more general points about how the facilities could be better used – suggesting that more should be done by WDLT to promote the facilities and services available within them. Users felt that a published timetable of ‘what’s on’ in each facility would raise the profile of the facilities and also help groups identify opportunities for sharing space and joining up more. A summary of all feedback was published on the [Council website](#).

October / November 2018 Engagement Sessions

- 4.6** Following review of this feedback a second round of engagement events took place in October and November 2018. These sessions focused on outlining broad options for discussion, and gathering additional views from those in attendance.
- 4.7** Seven sessions were held at various locations and times to ensure they were as accessible as possible to anyone who wanted to participate. In total 76 individuals, representing 29 community organisations, took part in the sessions. In addition the same options were presented through an online survey, which attracted 55 responses.
- 4.8** The feedback was that those who currently use community facilities see ensuring broad coverage across the authority was more important than maintaining the total number of community facilities. The issue was that while each session shared this view, no group believed the reduction in community centres should happen in their location. It was highlighted that should any closures take place it was important for WDLT to work with communities groups to find alternative accommodation.
- 4.9** Participants also stated that asset transfer of facilities was a viable option as long as this was sustainable and accountable. However some felt that there was pressure to progress asset transfer before this was in place and that this presented a risk of facilities being lost to the local community.

- 4.10** Participants had little to add about how to reduce the current financial operating costs/increase the income generated by community facilities. They felt that investment should be made now to improve the longer-term prospects of the facilities. On reflection more could have been done to promote the fact to residents that the Council already has plans in place to invest more than £5m over 4 years to improve Community Centres.

Consideration of Financial Data

- 4.11** It is clear from 3.4 that operating the existing Community Centre estate is a considerable cost to the Council per annum. Furthermore while usage of the venues could certainly increase the fact remains that existing letting prices often do not cover employee costs and so additional lets, unless they take place at the same time as other bookings, will often cost more to facilitate than is brought in. In effect the model currently in operation is that the Council chooses to run these venues for community benefit rather than for commercial benefit. As a result a significant subsidy will always be required.

Next steps

- 4.12** In order to deliver the £130k savings agreed at Council the following three options were considered as part of an options appraisal.

Option A

- 4.13** Using criteria for closure of Community Centres based on least occupancy/income then the following venues would be proposed in order to meet the savings target.

Community Centre	2018/19 Income	2018/19 Property costs	Staff saving	Overall saving
Bowling	£1,780	£3,687	£138,000 (this proposal would allow for the deletion of approx. 6 FTE)	
Bonhill	£9,991	£8,710		
Glenhead	£14,064	£16,632		
Clydebank East	£17,022	£8,565		
Totals	£42,857	£37,594	£138,000	£133,000

A review of the allocation of the Central Repairs Account would be carried out following implementation of the closures to generate further efficiencies to the Council.

- 4.14** These sites would present a number of issues for closure. Bowling Village Hall is the only hall available for the community of Bowling to hire and the nearest alternative is four miles away. Residents in Bonhill, which is one of the most deprived locations in Scotland, would have to travel 0.5 miles to their nearest alternative community centre. It is also acknowledged that there are public transport challenges in the Bonhill area. Glenhead hosts the Duntocher Library service so disposing of this building would effectively close the library. No consultation has been undertaken on the closure of the library and there is no local Council building that could deliver this service as an alternative.

Option B

- 4.15** An alternative criteria considered was to review the Community Centres based on the best return from disposal. The Council has an approved criteria for assessing its buildings for disposal based on the expenditure cost of operating the facility, maintenance investment required for facilities, the likely capital receipt from sale or transfer of facilities, and the income generated by the facility.
- 4.16** WDC Corporate Asset Management assessed all 12 community facilities against approved criteria, and using only these criteria the following facilities would be prioritised for closure and disposal to deliver the saving. It should be noted that there would also be capital receipts from the sale of these sites that would be in excess of the £130k revenue saving:

Community Centre	2018/19 Income	2018/19 Property Costs	Staff saving	Overall saving
Bowling	£1,780	£3,687	£150,000 (this proposal would allow for the deletion of approx. 6.5 FTE)	
Bonhill	£9,991	£8,710		
Glenhead	£14,064	£16,632		
Alexandria	£39,572	£28,194		
Totals	£65,407	£57,223	£150,000	£142,000

A review of the allocation of the Central Repairs Account would be carried out following implementation of the closures to generate further efficiencies.

- 4.17** These sites would present a number of issues for closure. Bowling Village Hall, Bonhill and Glenhead are addressed at 4.14. Alexandria Community Centre is the headquarters for WDLT and its closure would require alternative accommodation to be found for 29 employees as well as storage. There would be a consequential one-off cost in this relocation and infrastructure

changes. Alexandria is also one of the busier and higher income generating Community Centres in West Dunbartonshire, and so this closure would run contrary to the Council's decision in April 2018, and have a high-impact on service users.

Option C

- 4.18** The Strategic Lead for Communications, Culture, Communities and Facilities took over responsibility for monitoring WDLT on behalf of the Council on 5 August 2019. This new expanded role also included leading the delivery of the £130k saving from Community Centres agreed in March 2018.
- 4.19** WDLT currently employs 22 FTE Facilities Assistants, 9 FTE Pavillion Assistants, and 4.3 FTE General Operatives to deliver its Community Facilities service. Given the low levels of occupancy, WDLT Management has agreed with the Council assessment that this 35.3 FTE represents an overprovision of staffing and that there is scope to undertake a review to deliver a more efficient service. This review could be undertaken to deliver the £130k savings in 2020/21 via a reduction in the management fee paid to WDLT. The review would include streamlining working practises to create a more flexible and efficient staffing model. Opening hours of centres will also be reviewed with consideration given to bespoke solutions for some centres including community keyholders. The annual review of service charges and the concessionary schemes would also be undertaken. Staff savings will be achieved in line with redeployment and VER, and thereafter a review of the remaining community facility workforce will be undertaken with a view to introducing more fit for purpose work practices. Flexible workforce options such as term time & seasonal contracts, annualised hours and peripatetic working will be considered to ensure maximum efficiency of the staffing resource.
- 4.20** Bringing WDLT under the monitoring of the Strategic Lead for CCCF has also facilitated a new discussion about how best to operate the Glenhead Community Centre in Duntocher. As previously stated, this centre generates only £14,000 per year in income and suffers from low levels of occupancy. A significant contributing factor in this is that it competes with the popular community-run Duntocher Village Hall – or White Hall – which is just 350 meters away. This situation is not ideal for either party and leads to situations where WDLT is taking bookings away from the Village Hall to meet its own income targets. This activity, while entirely appropriate, deprives a community-run venue of income which runs completely against the Local Outcome Improvement Plan (LOIP) and Council strategic objective to create active and empowered citizens. The most significant service at Glenhead is Duntocher Library which attracts 14,000 visitors per year. Advanced discussions have taken place with WDLT and Library management and an opportunity exists for Glenhead to transition its opening hours around those of the library (illustrated below) from April 2020 onwards.

	Duntocher Library Opening Times	Glenhead Opening Times
Monday	2-5pm	9am – 9pm
Tuesday	2-7pm	9pm – 8pm
Wednesday	9.30am – 1pm	9am – 9pm
Thursday	9.30am – 1pm	9am – 9pm
Friday	2-5pm	9am – 6pm

If the opening times were more broadly harmonised then Library staff could assist with opening and closing Glenhead on behalf of the WDLT, and dependant on the exact bookings allow community groups access to the hall during some of the hours. WDLT would have discussions with user groups to explore alternative arrangements for access to the building outside of these hours such as keyholding responsibilities which would limit the staffing requirements from WDLT. Support would also be provided to community groups to use alternative venues in the nearby area, if required. Likely beneficiaries would be the Village Hall and the charitable Antonine Sports Centre which the Council currently supports with a £50,000 grant per year. This change would further free up capacity within WDLT and help them deliver a more efficient service to the Council. If this option was agreed then an additional saving of £57,000 per year could be made on the management fee to WDLT in 2020/21 on top of the £130k saving at 4.19. This would come from a further review of the staffing model required to support the Community Facilities operated by WDLT. This additional saving would assist the Council to meet its budget position in coming years.

- 4.21** In addition the Council's Corporate Asset Management team believe there is an opportunity for some sort of community asset transfer of the West Dunbartonshire Activity Centre in Brucehill. The West Dunbartonshire Gymnastics Club is the main user of the venue and if they had an appetite then they could take on responsibility for the Centre either as part of a Community Asset transfer or on a direct lease with the Council. This would give the group leadership of the venue and allow it to grow and develop in line with the community's aspirations. Such a move would also open up new funding streams to the group that are not currently available while it is owned by the Council and operated by the Leisure Trust. A further benefit would be that WDLT would no longer have to provide staffing at the centre when bookings are made or have costs in respect of maintenance, allowing them to further reduce their costs and allocation from WDC. While WDLT would have to spend money on bookings for school-age activities at the centre this expenditure would be far outweighed by the reduction in costs from no longer staffing and maintaining the centre. If Committee agreed then Asset Management could lead on this action, and allocate an Estate Surveyor to lead negotiations going forward with the Club.
- 4.22** Corporate Asset Management team also believe there is an opportunity for some sort of community arrangement with the Friends of Bowling Village Hall for the use of Bowling Village Hall. Previous discussions have suggested there may be a willingness to take on key-holding responsibilities for the

venue. This would give the Friends easy access to the site whenever they want and remove the requirement for WDLT to send a Facilities Assistant to open the building when a booking is made. The Council would continue to own the site and maintain the building for the benefit of the local community. The financial saving would be limited but it would assist WDLT to operate more efficiently, and could assist the Friends to feel more empowered over the use and future of the Hall.

- 4.23** Further consideration also needs to be made of wider asset transfer in West Dunbartonshire. The Scottish Government wants to see a Scotland where community-led action is celebrated and community ownership is desirable and viable. It is their view that ownership or control of land and buildings is a powerful tool for communities to drive change and achieve their own goals. In the first place it provides a base for activities and services that might not otherwise be accessible to members of a particular community, and can provide jobs, training and bring income to the local area. More widely, it can provide stability and sustainability for the community organisation, allowing them to develop new initiatives and support other developing groups, and it can create a stronger sense of community identity, cohesion and involvement.
- 4.24** The Council supports this aspiration in its Strategic Plan with a vision to create nurtured, active and empowered citizens. To date Community Asset Transfers in various forms have been limited in West Dunbartonshire but there are several success stories that illustrate the potential – most notably the Phoenix Centre, the West Of Scotland Autism & Aspergers Centre and the sports pitches used by Renton Craigandro FC. Further engagement with local Community Centre users and the broader community must continue as a priority to encourage asset transfer or other forms of community empowerment. Key sites would be Community Centres and Pavillion and pitches. The Council's planned investment highlighted at (3.5) should assist in reassuring groups that they would be taking on assets in a reasonable condition. The Strategic Lead for CCCF plans to lead this consultation activity and report back to a future Committee.
- 4.25** If all these aspects were approved then the following savings could be made from option C:

Activity	Saving
WDLT review of Community Facilities Services	£130,000
Aligning Glenhead Community Centre with the Duntocher Library provision and make local arrangements with existing users	£57,000
Total	£187,000

Options Appraisal

- 4.26** Officers took these three options and a do nothing alternative into an options appraisal to determine the best way forward. The options appraisal tested the

various options based on a number of different criteria including disruption to service users, savings generated, and whether it fulfilled the Council's ambitions on Community Asset transfer. The results were as follows:

Option	Score
Option A (low occupancy closures)	23
Option B (asset disposal criteria)	26
Option C (review of WDLT Facilities Service)	53
Option D (Do nothing)	26

4.27 As the table clearly illustrates Option C scored highest and is therefore the recommended option to Committee. If this was agreed then the Strategic Lead for CCCF would begin an action plan to deliver this in time for delivery in 2020/21.

4.28 A further review of the allocation of the Central Repairs Account to WDLT will be carried out following implementation of the recommendations of this report.

5. Options Appraisal

5.1 As outlined in 4.26 above, a scoring criteria was used to assess each of the options available and determine the most suitable to progress.

6. People Implications

6.1 There are no direct people implications for the Council resulting from this report. However there will be staffing implications for WDLT as a number of posts – minimum 6 FTE - will be affected by the recommendations. It is expected that these will be deleted following a voluntary early retirement exercise or through internal redeployment within WDLT.

7. Financial and Procurement Implications

7.1 This report recommends Option C for achieving a savings target of £130,000 in 2020/21 as agreed in the 2018/19 Council budget. This would be removed via a reduction in the management fee paid to WDLT in 2020/21.

7.2 Option C also recommends the change in opening hours at Glenhead Community Centre and if agreed this would deliver a further saving of £57,000. This would be removed via a reduction in the management fee paid to WDLT in 2020/21.

7.3 Option C could also result in additional savings/income to the Council in relation to the West Dumbarton Activity Centre. Since these will not be agreed at the time of the Committee there is no additional financial implication to report on at this time.

7.4 There are no procurement implications associated with this report.

8. Risk Analysis

- 8.1** A commitment was made in the 2018/19 budget to undertake a review of community facilities, and a savings target assigned to this. If a decision is not made on this review then the saving will not be realised by 2020/21.
- 8.2** There is a risk that the new more efficient model of delivery for facilities operated by WDLT could prove disruptive to existing users. This has been mitigated by WDLT confirming that they would tailor their changes around the needs of users as much as possible. Senior Council officers will also continue to have regular monthly monitoring meetings with WDLT to ensure that service delivery meets the requirements of the Council and local residents.
- 8.3** There is a risk that changes to the opening hours at Glenhead Community Centre have a disruptive impact on existing users. This will be mitigated by officers working closely with existing lets to identify alternative slots, alternative approaches to accessing the building, or alternative venues in the local area that meet their needs.

9. Equalities Impact Assessment (EIA)

- 9.1** An equality impact screening has been carried out and identified the requirement to undertake a full impact assessment. The impact assessment, attached at Appendix 2, did not highlight any issues with progressing the proposal.

10. Consultation

- 10.1** Engagement on the review has taken place with users of the current facilities and the wider resident group. This has informed the recommendation on next steps made in this paper. Consultation has also taken place with Asset Management, Library Services, Performance and Strategy, WDLT management, Finance, Procurement and Legal.
- 10.2** The proposed review of Community Facilities staffing still requires to be approved by the WDLT Board. Given that staffing overprovision in this area has been identified by both the Council and WDLT Management it is hoped that the Board would approve such a review. It is recognised that the Board is fully empowered to reject such a review, and the consequence of that would be the WDLT Management would need to consider alternative proposals to their Board to fund any reduction in management fee agreed by Committee. These proposals would then come back to the Corporate Services Committee for approval when WDLT present their 2020/21 Business Plan in February 2020.

11. Strategic Assessment

- 11.1** This report supports the following Strategic Plan objectives:

- Meaningful community engagement with active empowered and informed citizens who feel safe and engaged
- Efficient and effective frontline services that improve the everyday lives of residents

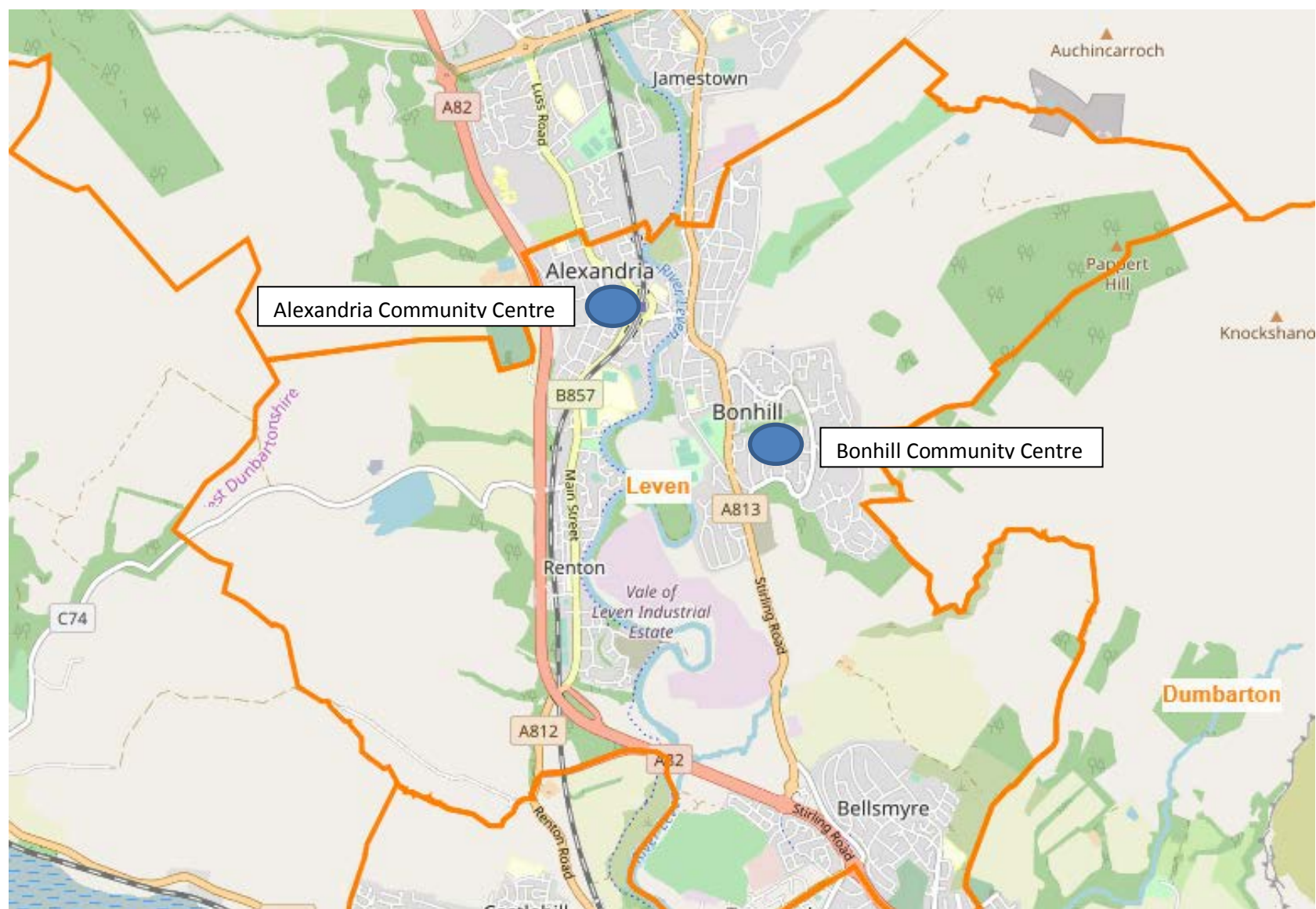
Malcolm Bennie

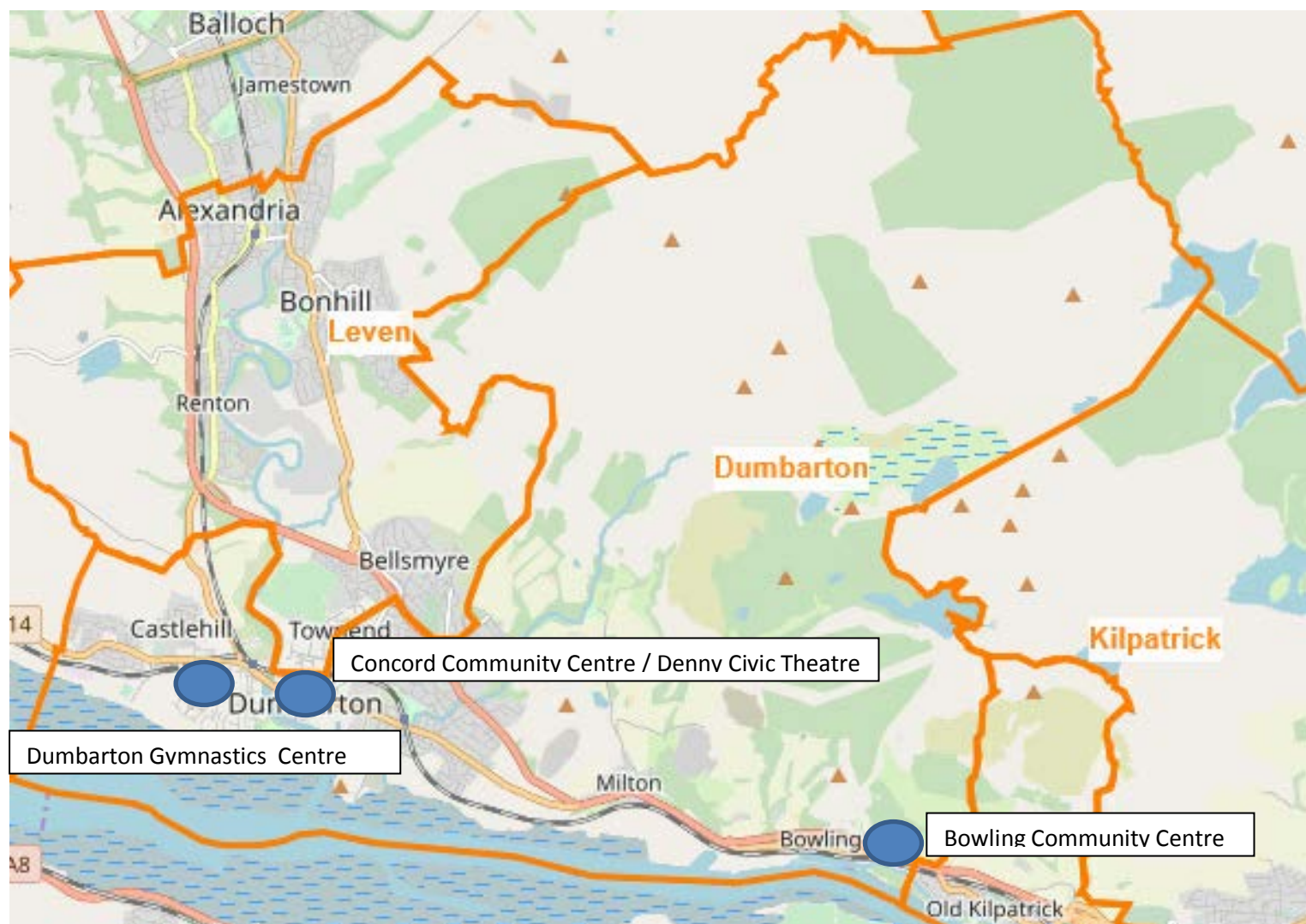
Strategic Lead – Communications, Culture, Communities and Facilities

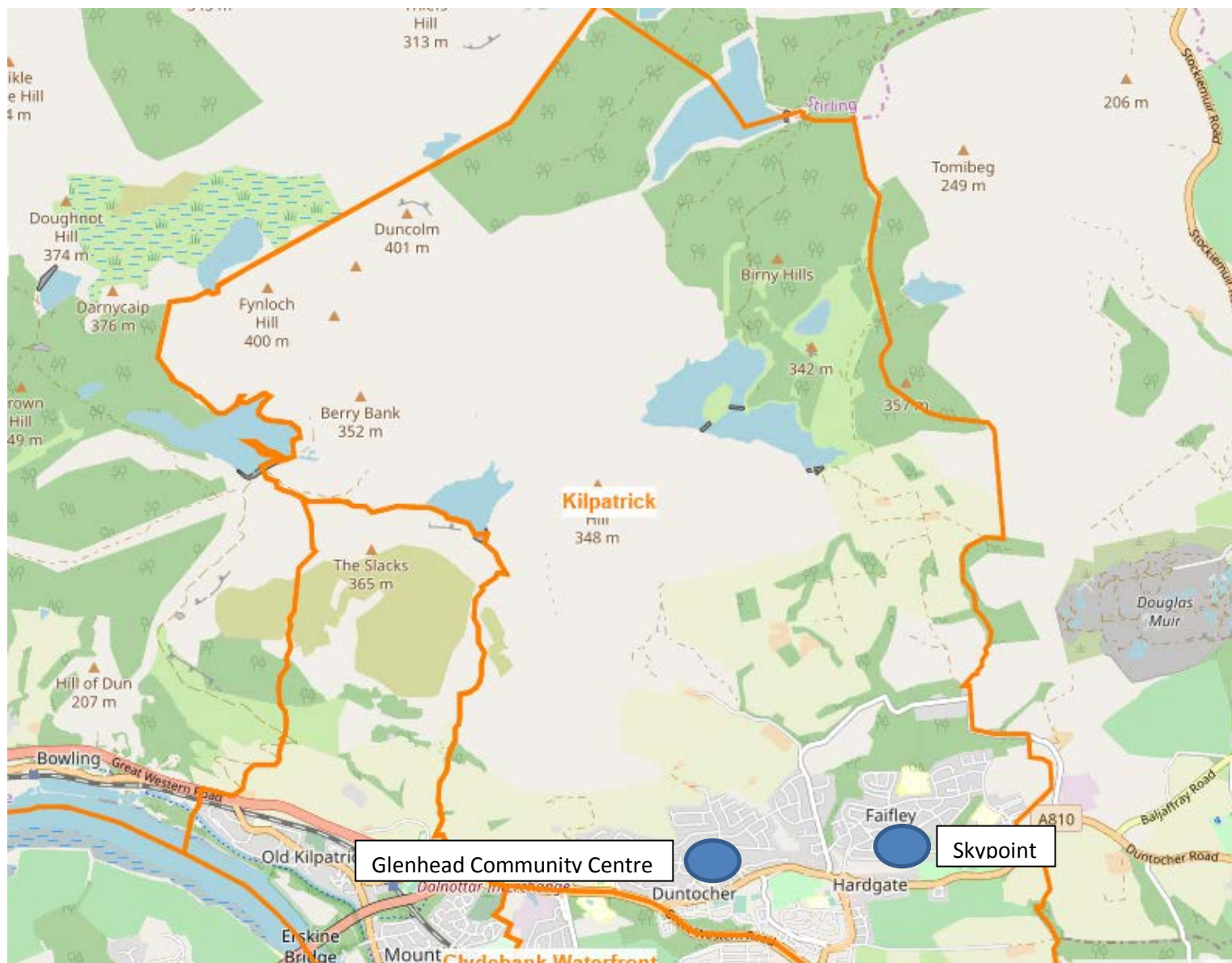
Date: 5 November 2019

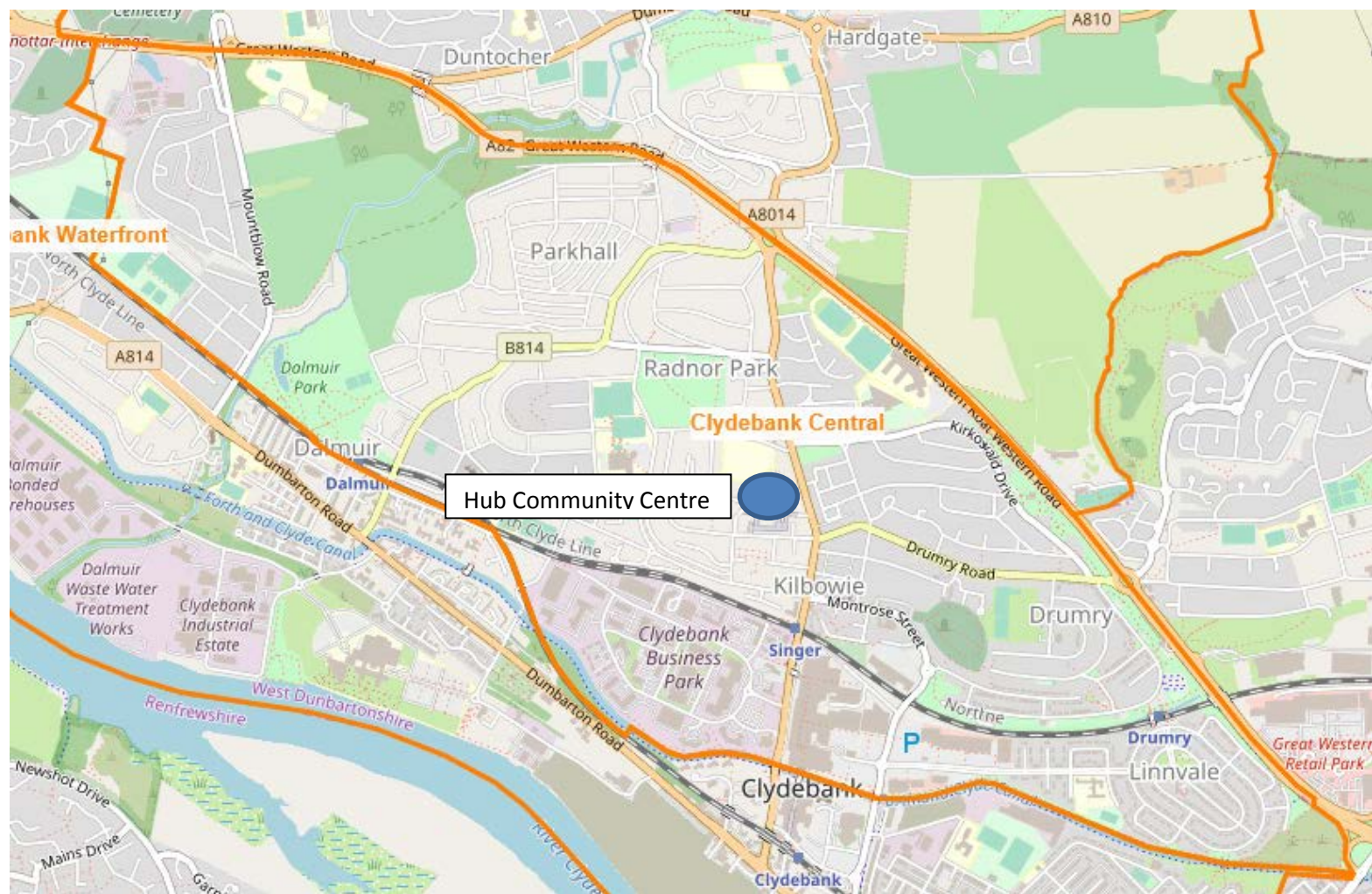
Person to Contact:	Malcolm Bennie, Strategic Lead – Communications, Culture, Communities and Facilities, Council Offices, Church Street, Dumbarton Email: malcolm.bennie@west-dunbarton.gov.uk
Appendices:	Appendix 1 – Geographic map of Community Centres in West Dunbartonshire Appendix 2 – EIA on the Review of Community Facilities
Background Papers:	Approved minutes of meeting (Council, 5 Mar 2018)
Wards Affected:	All

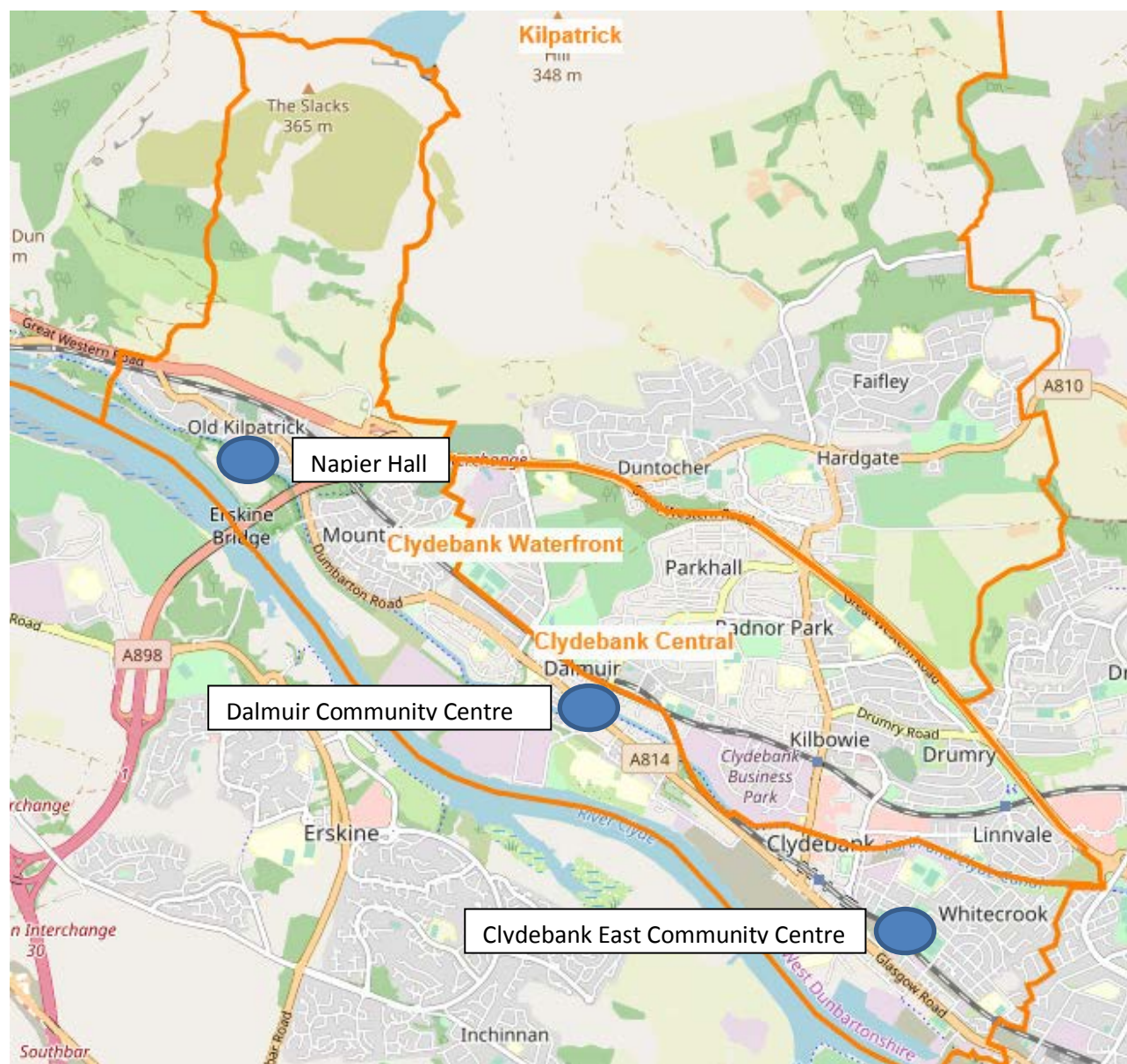












AssessmentNo	143	Owner	acoulthard	
Resource	Transformation		Service/Establishment	Communications, Culture and Communities
	First Name	Surname	Job title	
Head Officer	Amanda	Coulthard	Performance & Strategy Manager	
	(include job titles/organisation)			
Members	Malcolm Bennie, Strategic Lead			
	<i>(Please note: the word 'policy' is used as shorthand for strategy policy function or financial decision)</i>			
Policy Title	Review of Community Facilities			
	The aim, objective, purpose and intended outcome of policy			
	Undertake a review of community facilities with a view to improving efficiency and releasing savings			
	Service/Partners/Stakeholders/service users involved in the development and/or implementation of policy.			
	Performance & Strategy & WDLT			
	public engagement undertaken			
Does the proposals involve the procurement of any goods or services?			Yes	
If yes please confirm that you have contacted our procurement services to discuss your requirements.			Yes, partnership with WDLT	
SCREENING				
<i>You must indicate if there is any relevance to the four areas</i>				
Duty to eliminate discrimination (E), advance equal opportunities (A) or foster good relations (F)			Yes	
Relevance to Human Rights (HR)			Yes	
Relevance to Health Impacts (H)			Yes	
Relevance to Social Economic Impacts (SE)			Yes	
Who will be affected by this policy?				
Current and future users of community facilities in West Dunbartonshire				
Who will be/has been involved in the consultation process?				
Two rounds of public engagement held to inform the review - involving users, community organisations, user groups and residents.				
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	See cross cutting		See cross cutting	
Cross Cutting	community facilities are often used by a range of community organisations as a meeting place. To that end they require to be accessible and within reasonable travelling distance		Community facilities are often disproportionately used by organisations which represent older age groups, females and care type organisations. The	

	<p>for each community.</p> <p>Facilities must be physically accessible to ensure that all citizens who want to use them are able to.</p> <p>It is essential that communities who experience deprivation have access to community facilities and meeting places where they can participate in social and learning activities.</p>		<p>review must take in to consideration the travel and distance required for communities to access facilities as well as the coverage from other similar facilities in each area. Community facilities are a popular meeting place for community organisations which support a range of communities of interest and its essential that they are able to continue to meet in a suitable venue.</p>
Disability	See cross cutting		See cross cutting
Social & Economic Impact	See cross cutting		See cross cutting
Sex	See cross cutting		See cross cutting
Gender Reassign			
Health			
Human Rights			
Marriage & Civil Partnership			
Pregnancy & Maternity			
Race			
Religion and Belief			
Sexual Orientation			
Actions			
Policy has a negative impact on an equality group, but is still to be implemented, please provide justification for this.			
Will the impact of the policy be monitored and reported on an ongoing bases?			
the review is ongoing so impact will be monitored through to implementation			
Q7 What is your recommendation for this policy?			
Introduce			
Please provide a meaningful summary of how you have reached the recommendation			
The review of community facilities will be undertaken with impacts in mind. Consideration will be given to how a range of options will impact on user groups and the wider community while also realising the aims of the review.			