

# WEST DUNBARTONSHIRE COUNCIL

## Report by Strategic Lead – Communications, Culture & Communities

Corporate Services Committee: 22 May 2019

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**Subject: Communications, Culture & Communities Delivery Plan 2019/20**

### **1 Purpose**

- 1.1** The purpose of this report is to present to members the 2019/20 Delivery Plan for Communications, Culture & Communities and the year-end progress report for the 2018/19 Delivery Plan as agreed at Committee on 16 May 2018

### **2 Recommendations**

- 2.1** It is recommended that the Committee:
- Notes the 2019/20 Delivery Plan and
  - Notes progress made on delivery of the 2018/19 plan

### **3. Background**

- 3.1** In line with the strategic planning & performance framework each Strategic Lead has developed an annual delivery plan for 2019/20. 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**

#### Delivery Plan 2019/20

- 4.1** Appendix 1 sets out the Communications, Culture & Communities Delivery Plan for 2019/20. This includes information detailing the action plan for delivery over 2019/20 and the workforce plan for the service.
- 4.2** Progress towards delivery of the plan is monitored monthly through the senior management team of the service, and also scrutinised on a quarterly basis through the strategic leadership performance monitoring and review meetings. A mid-year progress report on actions will be presented to committee in November 2019.
- 4.3** The following key activity relating to Corporate Services Committee was identified for the coming year in the strategic assessment section of the plan:
- Implementation of web chat functionality
  - Improvement to telephone platforms

- Continued development of the library service including phase two of the Clydebank Library, and delivery of the £421k of capital investment across all branches
- Enhancing overall council data analysis and data warehousing
- Review and redesign of staffing structures.

#### Workforce Planning

- 4.4** 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.
- 4.5** 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 appendix 4 to the Delivery Plan 2019/20.

#### 2018/19 Year-end progress

- 4.6** The Delivery Plan for 2018/19 was supported by an action plan of activities to be delivered over the year. Appendix 2 details the progress on delivery of this action plan. Sixteen of the twenty one actions have been completed in year as planned.
- 4.7** The remaining five actions have not been completed as planned work will continue in 2019/20 to progress these to a completed status:
- Deliver digital skills training to front line staff where required; 66% complete – work will continue into 2019/20.
  - Maximize opportunities for innovative use of technology across library and culture services and facilities; 57% complete - work will continue into 2019/20
  - Successfully upgrade Clydebank library; 33% complete - work will continue into 2019/20
  - Ensure that a culture of continuous improvement is embedded across Libraries and Cultural Services; 33% complete - work will continue into 2019/20
  - Deliver a programme of venue enhancements to ensure all libraries and cultural facilities are accessible and fit for purpose; 20% complete - work will continue into 2019/20
- 4.8** Significant achievements delivered through the plan are highlighted in the Delivery Plan for 2019/20. Updates on the linked performance indicators for the delivery plan will be published in line with annual public performance reporting for the organization later in 2019/20.
- 4.9** 2018/19 was a pilot year for the use of quality standards within this service area and following the pilot the effectiveness/meaningfulness of each has

been reviewed and a revised set has been agreed for 2019/20. The progress of the 2018/19 quality standards is set out in Appendix 2.

## **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 – Communications, Culture & Communities**  
**Date: 26 April 2019**

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**Appendix:** Appendix 1: Communications, Culture & Communities  
Delivery Plan 2019/20  
Appendix 2: End of year report 2018/19

**Background Papers:** None

**Wards Affected:** All