

Supplementary Agenda



Cultural Committee

Date: Monday, 25 November 2019

Time: 10:00

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

Contact: Craig Stewart, Committee Officer
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Dear Member

Items to Follow

I refer to the agenda for the above Meeting of the Cultural Committee which was issued on 12 November 2019 and now enclose copies of the undernoted reports which were not available for issue at that time.

I would also advise that Bailie Agnew, Chair, has intimated that Item 10, 'Richmond Street Premises' has been withdrawn from the agenda and that a report in relation to this matter will now be submitted to a future meeting of the Committee.

Yours faithfully

JOYCE WHITE

Chief Executive

Note referred to:-/

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7 BUSINESS CASE FOR CLYDEBANK TOWN HALL IMPROVEMENT WORKS 79 – 105

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

11 TOWN TWINNING UPDATE AND 80TH ANNIVERSARY OF THE CLYDEBANK BLITZ 107 – 109

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

Distribution:-

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

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

Date of issue: 19 November 2019

WEST DUNBARTONSHIRE COUNCIL**Report by Strategic Lead – Communications, Culture, Communities & Facilities****Cultural Committee: 25 November 2019**

Subject: Business Case for Clydebank Town Hall Improvement Works**1. Purpose**

- 1.1.** The purpose of this report is to propose significant improvement works within Clydebank Town Hall to maximise income and visitor opportunities.

2. Recommendations

- 2.1.** It is recommended that the Committee:
- agree to proceed with the Town Hall improvement works as outlined in this report;
 - agree either the recommended Option 1 (Dumbarton Road) or the alternative Option 2 (Hall Street) with regard to the Town Hall entrance;
 - agree that if Option 1 is selected that a report go to IRED Committee as delegated authority for the front entrance does not sit with the Cultural Committee;
 - approve an allocation of £1.408m from the Cultural Capital Fund for these purposes
 - approve that officers can proceed to go to tender for improvement works;

3. Background

- 3.1** Clydebank Town Hall was designed by James Millar and officially opened on 4 April, 1902. Its original layout comprised reception halls, municipal offices, council chambers, a library, a court room, and a police station.
- 3.2** In the intervening years Clydebank Town Hall has undergone a number of programmes of modernisation, the first of which commenced in 1935 with the transformation of the Grand Hall. In 1980 a series of inter-linked rooms within the Town Hall complex was dedicated to the addition of a museum space.
- 3.3** In 2011-2013 a £3.6m restoration and renovation project at Clydebank Town Hall was undertaken jointly by the Scottish Government, Scottish Enterprise and West Dunbartonshire Council. The project was managed by the Clydebank Rebuilt organisation and was based on a proposal to change the Town Hall into a commercially-focused venue for the Council and local area.
- 3.4** In May 2018 a report on the Cultural Capital Fund was brought to the Cultural Committee. In this report officers committed to bring a report to a future Cultural Committee on improvement works to the Clydebank Town Hall. Committee noted that this report was to be 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. Any proposal that came forward was required to detail a full business case for discussion together with detailed option appraisals. This report represents that review.

Issues with existing Town Hall building and layout

Exhibition space & heritage displays

- 3.5** The latter renovation replaced the previous museum with a series of white-space galleries with a view to attracting external exhibitions and loans. However in practice this has not been achieved as hoped due to the physical layout of the connected galleries, of which only two of the four could be considered for particularly large scale works. The linked nature of the galleries also placed constraints on the interpretative approach to exhibitions.
- 3.6** The renovation also created a heritage display showcasing the Council's Sewing Machine Collection, accompanied by additional narrative panels in the coffee shop area. While the original intention of this approach was to integrate heritage displays into the public areas, the result has instead created an incoherent space that can be difficult for members of the public to navigate. The temporary seating area of the coffee shop effectively creates a barrier between the public entrance to the Town Hall on Hall Street and the main exhibition gallery spaces within the Town Hall. Furthermore, the Singer displays within the coffee shop area appear secondary to the café facilities and seating, with any visitors who are interested in the heritage displays often impeded by users of the coffee shop. This situation also occurs in reverse when groups of visitors are touring the Town Hall accompanied by museum officers. Any time spent viewing and discussing the sewing machines on display and reading the panels can disrupt the operation of the coffee shop and disturb customers.
- 3.7** Elsewhere in the building a similar issue exists with the large scale display case in the main foyer of the Town Hall. This houses three ship models from the Council's heritage collections. Although these ship models speak to Clydebank's rich ship building past, the power of the display is compromised by the fact the models are separate from the main exhibition space and have limited context. As a result there is no coherent flow for a visitor as they attempt to experience the heritage objects on display, or the intrinsic heritage of the Town Hall building.
- 3.8** The Clydebank Blitz is one of the major heritage narratives of the area but there is no heritage display within the Town Hall to describe or contextualise this story. The Town Hall does contain a Room of Remembrance dedicated to all those impacted by the Blitz. The Room of Remembrance was instituted in 2009 and has existed in two locations within the Town Hall complex. Arguably, however, neither location has provided the Room of Remembrance with the appropriate visibility or status. Its current location is accessed via a public corridor, through a door from the rear of the café area. Without the input of museum or Town Hall officers, or prior knowledge, visitors to the Town Hall are generally unaware that this is an area of the building that they are able to access. In addition this separation from the heritage area means that the room is not supported by any

of the Council's important objects and artefacts that relate to the story of the Clydebank Blitz. These materials are held in large part in Clydebank Heritage Centre in the basement of Clydebank Library, and are inevitably disassociated from the Room of Remembrance.

- 3.9** The Council has a notable collection of works by the Scottish Colourists. Unfortunately the confines of the existing gallery space, and light levels in other parts of the building, means that officers have been challenged in their ability to curate a suitably coherent display of these works in the Town Hall. For the majority of time they have been hung in corridors and, consequently, opportunities for the creative interpretation of this significant element of the West Dunbartonshire fine art collection have been limited. Furthermore, consideration must also be made of the integrity of all such works on public display, with accessibility being balanced against preservation and conservation in the interests of accountable collections management, including appropriate collections care.
- 3.10** Despite aspirations, and for the reasons outlined above, the reality is that Clydebank Museum and Art Gallery has struggled to date to establish itself as a popular visitor attraction. Footfall is on average less than 30 people per day. Not only does this low footfall undermine the business case for the Town Hall, which was predicated on a regular flow of visitors, it also fails to deliver ambitions around tourism and improving the reputation of Clydebank and West Dunbartonshire. Without dramatic action this position will not change. The Brick History exhibition in the adjoining Bruce Street Baths attracted around 7,500 visitors to a paid-for exhibition over a 12 week period. This shows the visitor potential if a suitable space was available at the Town Hall for larger and more prominent exhibitions.

Public access and wayfinding

- 3.11** A key challenge of the 2011 – 2013 renovation of Clydebank Town Hall was to reconcile the modern uses of the building with the original structural layout. At this time, a new main entrance to the Town Hall was introduced from Hall Street. This has transpired to be confusing as the original and prominent main entrance remains visible and in use on the busy Dumbarton Road by Elected Members and wedding parties, but is closed to the general public. Meanwhile the Hall Street entrance is set half-way along a quiet cul-de-sac with no external signage and poor sight-lines. As visitors enter from Hall Street they currently have no direct line of sight to the main reception desk, and are instead welcomed by a blank wall. Emerging into the foyer they are met with a somewhat confusing layout with the closed doors of the Lesser Hall immediately before them, and stairs and lift to the left giving access to an obscured coffee shop and hidden exhibition space.
- 3.12** Beyond the main reception area to the right, the foyer of the Town Hall opens up into a main atrium where you are met by the closed doors of the Grand Hall. The flow of this space is further disrupted by the large-scale display case housing three ship models which dominate the area. There is little to do in this large open space which is largely without purpose.

- 3.13** Wayfinding for visitors inside the building is also problematic, alongside complex level access issues. Entering from Hall Street the most direct route to the coffee shop area and the exhibition galleries is via a short flight of steps or adjacent platform lift. Officers frequently observe, however, that rather than use this lift visitors requiring assistance prefer to access the coffee shop and museum via the long ramp and corridor from the main atrium area which goes 30m around the perimeter of the Lesser Hall. This circuitous route raises further the question of whether Hall Street represents the most natural or intuitive entrance to the Town Hall and the exhibition galleries in particular. If the public were to access from the original Dumbarton Road entrance they would already be at level access for the exhibition/gallery area, the Garden Gallery and public toilets.
- 3.14** The Hall Street entrance creates further issues because it funnels all users of the Town Hall through the same door. This means that on a Saturday, for example, you can have wedding guests arriving at reception at the same time as visitors to the museum and coffee shop. This is a confusing situation and undermines the aspiration of the Town Hall service to create a high-quality events venue. The situation is further compounded by the fact that the Town Hall currently showcases heritage items and artwork throughout the building. This means that visitors move up and down the foyer, and beyond, and use the toilet facilities at the same time as a wedding party can be hosting a drinks reception in the Garden Gallery or Lesser Hall for guests in formal attire. This again blurs the purpose of the venue and those looking to use it. A solution is ideally required that allows for a better separation of the venue's multiple uses.
- 3.15** Previous to the 2011 – 2013 renovation of the Town Hall, as noted above, the main door access to the Town Hall building was via the Dumbarton Road entrance. This entrance is still in use, providing access for Elected Members and also for wedding parties arriving at the Clydebank Town Hall. At present, the Dumbarton Road entrance to the building represents an accessibility issue due to a small step that impedes level access. A minimal adaptation could address this, improving the overall accessibility of the building, and removing an equality issue that currently exists.
- 3.16** The renovated Town Hall also included a new coffee shop and seating area in order to generate income for the benefit of the Council and the local area. In practice the coffee shop has not proved viable in its current format. The existing space appears large, but because the booths take up so much room there are only actually 11 tables. This undermines the viability of the operation even if demand was higher, as the recommended guidance is that a servery/kitchen needs at least a 40-person seating area. In addition the coffee shop location is squeezed between the existing Museum and Lesser Hall with limited natural light making it an ill-defined venue. The servery/kitchen itself has limited space and so food preparation has to be done in the main kitchen some 50m away. Not only does this waste time as employees go between these two locations, the transporting of hot food and drink through the main reception thoroughfare also presents a risk to employees and visitors. Also because additional heritage displays are spread throughout the entire Town Hall complex, it is not possible for the coffee shop to be located at the start or end of anyone's visitor journey.

This further disrupts the natural and ideal flow of a visitor attraction. In addition the success of the coffee shop is predicated on a good flow of visitors to the museum/gallery. In simple terms operators should expect a café to take £1 to £2 per museum visitor. As has already been described, however, this is not happening at present with daily footfall in the dozens. These factors contribute to an unsustainable performance level with the coffee shop sometimes taking as little as £11 a day. Staffing costs and food waste mean this represents an inefficient and poor use of resources, as well as a poor use of available space on the ground floor. (*Ref: Association of Independent Museums – Successful Museum Cafes 2017*).

- 3.17** At the rear of the Town Hall complex is a new area created in the latest refurbishment known as the Garden Gallery. In practice the space is largely unsuited to serving as a gallery for many of the art and artefacts in the West Dunbartonshire heritage collections (including its fine art collection) due primarily to its exceptionally high light levels. Similarly, light levels and a lack of environmental controls means that the Garden Gallery is not suitable for travelling exhibitions from other institutions. Situated as it is at the opposite end of the building to the existing museum and gallery exhibition space it is inevitably detached from the overall museum and art gallery offer. The Garden Gallery was used for some time as a selling exhibition and shop space but income levels were unsustainably low. It is currently used as a corporate events space, wedding venue and wedding reception area and works well for this function. There is potential to further enhance the flexibility and appeal of the space by making improvements to the garden area beside it. Currently the garden has a large number of landscaping elements which get in the way of guests using it as a space to congregate. There is also no way for the Town Hall team to use this space effectively on days of good weather, particularly in spring and summer, when the Garden Gallery is not booked for functions. Adjacent to the garden area is a small car park which was intended to be used by Elected Members. In practice the car park is hardly used as Elected Members often opt for more convenient on-street spaces closer to the Hall Street and Dumbarton Road entrances. This means that this part of the Town Hall site is completely under-utilised and adds no value.
- 3.18** The Town Hall complex includes the Clyde Room on the ground floor, overlooking Dumbarton Road. This suite is compromised by the fact that part of the room was blocked off to create a separate entrance to the Room of Remembrance. The remaining space has an awkward layout, and is mostly used for internal meetings of up to 10 people which have no commercial benefit to the Council. If the Clyde Room was extended into the space currently occupied by the Room of Remembrance then it would become an ideal size for small wedding ceremonies and functions for which there is significant demand and potential income. It would also open up the opportunity to have two ceremonies taking place in the Town Hall at the same time, with one in the Clyde Room and one in the Ceremony Room, followed by respective receptions in the Lesser Hall and the Grand Hall. This would open up a potential additional income stream for the venue moving forward. Opening up the room would also make it more attractive for conference and business breakfast use. This would compliment the

changes agreed at Cultural Committee in September 2019 to invest in improved audio-visual equipment in this area.

- 3.19** The existing layout of the Town Hall also presents challenges with regard to security and safety. For evening and weekend events when staffing levels are lower than on weekdays, it is not possible to lock down the building to restrict visitors only to those parts of the building in operation. For example, guests at a wedding reception being held in the Main Hall can still access the coffee shop area and museum entrance, as well as the private staircase leading to the landing and Elected Members' offices. As well as a security risk, this also presents a safety risk, with the onus on Town Hall officers to ensure that everyone is safe at all times and that the building is clear of all visitors before it is locked down for the night. Being able to better control access throughout the building would mitigate these risks. In addition officers have been made aware of concerns regarding the security of the Elected Member entrance on Dumbarton Road. While this currently has a security pass system in operation it is no substitute for a staffed entrance. Presently, if anyone was to access this area illegally then there is no staff presence to prevent them accessing the Elected Members' offices and the Council Chamber.
- 3.20** Another factor currently impeding the operation of the Town Hall is a lack of storage space to accommodate equipment including moveable bars, fridges and other catering equipment, as well as catering and venue dressing supplies and materials. Officers currently spend considerable amounts of time wheeling equipment and goods from one place to the next and setting up areas for functions and then dismantling them. This is inefficient and unproductive.
- 3.21** In May 2019 the Cultural Committee approved an investment of £252k to resolve considerable problems at the Town Hall with regards to its roof, with regular leaks across the site. This was intended to improve the aesthetic appearance of the building in the short-term, and enhance the long-term life of the asset. In addition this investment was to support care of the external stonework. The years of fine soot from vehicle exhaust emissions from the busy A814 has darkened the ledges and facades of the building leaving it looking dirty. Important maintenance activity was also required to preserve the sandstone for future decades. Since Committee elevations for the stonework repairs have been prepared. A scope of work and a procurement route for these works need to be established. It is expected they will be undertaken in 2019/20.

Cultural Capital Fund

- 3.22** In March 2018 the Council agreed to create a £4m Cultural Capital Fund to invest in West Dunbartonshire's cultural and heritage infrastructure in order to unlock regeneration, increase tourism and raise the reputation of the area. The 2018/19 Budget Document pointed to the transformation of the waterfront at Clydebank and the perfect opportunity this created to undertake bold and exciting projects that revitalise Council assets and change the way people look at our area. Officers were asked to focus upon renewing the historic Town Hall making it a venue that residents can be proud of. The document also asked

officers to develop detailed proposals and bring reports to future Cultural Committee detailing full business cases.

- 3.23** This report responds to those wishes by bringing forward proposals to make the best possible use of available spaces within Clydebanks Town Hall, to ensure its continued operation as a flagship cultural venue within Clydebanks, and achieve improved commercial success.

New management approach

- 3.24** The annual cost of operating the Clydebanks Town Hall in 2017/18, including income generated and excluding the museum costs, was £322,000. The Strategic Lead for Communications, Culture, Communities & Facilities is leading the project to improve financial sustainability of the Town Hall – something which has been a historic challenge.
- 3.25** To date good progress has been made on this front. The annual cost of operating the Town Hall in 2018/19, including income generated and excluding museum costs, was £253,000. To date in 2019/20 the Town Hall service is on track to deliver an additional £50,000 saving to the Council. These improvements follow the introduction of a more competitive charging framework, streamlining the operating costs for the building, and generating increased revenue through marketing the building to a wider audience. Successes have included: operating the bar in-house on a commercial basis; wedding dressing services; event stationary services; and new corporate bookings from organisations such as the DWP and Strathclyde University.
- 3.26** That said, as outlined in the background, operation of the venue in its current form is constrained by the structural layout of the building. These combined circumstances have, and will continue to, adversely impact the Town Hall's ability to generate income, and increase visitor numbers to both the coffee shop and the exhibition spaces within the public areas. If investment is made to resolve these issues then higher footfall into the building should follow. This would then create the required environment to better support the day-to-day running costs of the Town Hall. In addition it would open up additional rooms for booking and create valuable new income opportunities. This aspiration now requires investment to be realised.
- 3.27** The Town Hall charging report to the Cultural Committee in May 2018 included an aspiration to significantly increase income levels by 2020/21. This aspiration is linked to investment in the venue as part of the £4m Cultural Capital Fund agreed by Council. This fund identified the Town Hall as a priority site for investment to support the fabric of the building and the wider business.

4. Main Issues

Exhibition Space

- 4.1.** The existing enclosed exhibition galleries within Clydebanks Town Hall represent an immediate limitation with regards available display space. The floor plan

totals 87 square metres, whilst the linear metres of wall hanging space totals 53 metres across all four rooms. Already this precludes participation in the majority of touring exhibitions from major lenders, including for example the V&A, the Natural History Museum and the National Museums of Scotland. This is due to the volume of works required for a coherent exhibition and/or the scale works to be hung/installed.

- 4.2.** Visitors who require level access and wheelchair users in particular are disadvantaged by the nature of the current space. Access to gallery three from gallery two is via a small step. Instead, visitors who require level access must leave the space via galleries two and one, re-entering the exhibition via gallery four, through which gallery three can be accessed on the level. Although this work around is available, it means that not everyone visiting exhibitions in Clydebank Town Hall is guaranteed the same experience.
- 4.3.** There is an opportunity to create a large, open-plan exhibition gallery within the Clydebank Town Hall complex that encompasses the current footprint of both the existing gallery spaces and the coffee shop. Coupled with the use of modular display walls this immediately increases the potential for more exciting, engaging and ambitious exhibitions within the Town Hall. The nature of the space as proposed (see Appendix 2) offers far more flexibility in terms of narrative flow, presenting opportunities to imaginatively connect artworks via unexpected sightlines, to showcase and highlight particular works, and to accommodate works of greater scale and in greater volume within the space. Ultimately, it represents the opportunity to create a flagship gallery space within West Dunbartonshire for the benefit of its own communities, while representing a destination venue for visitors into the area.
- 4.4.** Furthermore, officers have made consideration of how the space can lend itself to showcasing elements of the Council's own collections, including its notable Scottish Colourists collection. To date, these significant works have been hung in a static display within Clydebank Town Hall. They represent huge untapped potential for new curatorial approaches, and the possibility to connect the collection with works by these important artists held in other major public collections, including the national collections. Furthermore, the extended period that these works have been on display to date represents a risk in terms of conservation and preservation – to reconsider how these works are exhibited also provides officers with the opportunity to evaluate conservation and preservation needs. To this end, it is proposed that the clock tower area of any new gallery space be dedicated to the celebration of West Dunbartonshire's Scottish Colourist collection. This space provides a natural frame within which the collection can be highlighted, and the available hanging space would enable a programme of carefully curated showcase displays, with the potential of bringing in works on loan to augment and aid interpretation of the collection. When works from the collection are not on display, Arts and Heritage officers will have the opportunity to undertake detailed condition checks and take any action as necessary. Most importantly of all, works on paper will be appropriately 'rested', in line with established good practice. With this in mind, the clock tower area of the gallery also represents an area of the available exhibition space

where light levels can more easily be controlled, in the interests of the works on display.

- 4.5.** As described in other papers to this Committee, the improvement of the Clydebank Town Hall gallery space is part of a wider ambition to establish a West Dunbartonshire Museum and Galleries brand, which will bring coherence and purpose to the various venues currently operated by Arts and Heritage officers. To this end, the existing heritage displays within Clydebank Town Hall are proposed to move to a new, dedicated museum space within the basement of Clydebank Library. This proposal brings overall coherence to the heritage displays and ensures that the major heritage narratives of Clydebank are told in appropriate context. Successful delivery of both the new museum for Clydebank and a transformed exhibition space within Clydebank Town Hall together represent an energising and engaging visitor offer within West Dunbartonshire. They will at once tell West Dunbartonshire's own stories and bring into the authority artworks and objects that may not otherwise have been seen within the area.
- 4.6.** As part of this new approach it is proposed that the three large ship models, the only shipyard standard models held by WDC Museum Collections, be relocated out of the Town Hall. *HMS Vanguard* is the most well-known of the three models and could be potentially displayed in the planned Clydebank Library Museum. The *models of the Essex* and *Rangitane* would be placed in storage, with a view to future displays within the authority area, including at the Titan Crane.
- 4.7.** To ensure that the design of this new space meets all technical requirements (particularly in terms of environmental monitoring and control), specialist input will be sought. This will encompass architectural and environmental design consultancy via a suitably qualified and experienced multi-disciplinary practice, capable of delivering an imaginative concept and associated technical specification. Investment in professional input will ensure that the new gallery is future proofed to a standard that meets the Conditions of Loan associated with major public and national collections. Consideration will also be given to the requirements of the Government Indemnity Scheme which offers an alternative to otherwise prohibitive commercial insurance costs associated with major loans. Ultimately, the new gallery space will function at a national standard, enabling officers to realise an ambitious and aspirational exhibition programme.

Public access & wayfinding

- 4.8.** Council architects propose resolving the wayfinding issues, public access and mix of visitors by restoring the Dumbarton Road entrance as the main entrance to the Town Hall. This would be a much more visible and grand entrance for visitors, celebrating the intrinsic heritage offer of this much-loved building by maximising the impact of the dramatic foyer staircase. The staircase would serve as the backdrop for any new visitor to the building, helping to create a positive first impression.

- 4.9.** To operate this new entrance it is recommended that a reception desk be installed to welcome all visitors to the building. This reception would be manned at all times it is open to the public. Not only would this contribute to a much improved first-impression and overall experience for visitors, it would also enhance the security of Councillors and their support staff.
- 4.10.** The new entrance would allow visitors to enter the inside hallway and then move immediately into the gallery space through an adjoining door. This is a much improved journey from the present arrangement of entering via Hall Street, into the foyer, up the steps, platform lift or ramp, then across the coffee shop and through the glass doors into the first of four small gallery rooms. This proposed, coherent single point of entry would create a natural starting point for exhibitions which could flow counter-clockwise towards the Ceremony Room and on to the new coffee area, Garden Gallery and public toilets. It would also have a beneficial impact on visitor numbers to the gallery as all non-event visitors would now engage with the exhibitions during their visit.
- 4.11.** With the minor modification previously discussed at the small outside step, the Dumbarton Road entrance would also allow visitors with accessibility issues to enter the building and move seamlessly into the gallery space at level access. They would also have level access for the Garden Gallery and public toilets. This would be an improvement from an equalities respect.
- 4.12.** The proposal would see the Hall Street entrance retained for access to anyone visiting the Town Hall for events in the Lesser Hall and Main Hall. For example, on a Friday evening if a wedding reception was taking place in the Main Hall then the guests would enter through the Hall Street entrance, rather than the closed Dumbarton Road entrance. This dual entrance would also work well during the day to separate those coming to the Town Hall for a visitor experience (Dumbarton Road) and those for a function (Hall Street). As previously stated due to the multi-functional nature of the venue, the Hall Street entrance can become busy with a variety of different people all there for different purposes, creating a confusing picture for visitors. Under the proposals the existing reception space would be removed and replaced by a reception desk that faced visitors as they entered the building (Appendix 4).
- 4.13.** The Cultural Committee indicated in November 2018 its concerns regarding the Dumbarton Road entrance being used to access the Town Hall. With this in mind two options have been presented in this report. Option One proposes reopening the Dumbarton Road entrance to the public. Option Two proposes that the entrance remains on Hall Street (See Appendix 3). The two options make no difference to the overall cost of this project and the final decision rests with Committee. Should Option One be chosen then a report seeking permission to open the Dumbarton Road entrance to the public would need to go to the IRED Committee because Council has not delegated responsibility for this part of the building to the Cultural Committee.

Coffee Shop, Events & Hospitality

- 4.14.** Given the current performance of the coffee shop, and the outlined proposal to remove the existing operation from its current location, it is necessary to consider the future catering provision at the Town Hall. An expanded gallery delivering exhibitions with broader regional appeal should help to increase footfall to the Town Hall. In addition in the next couple of years there will be a large influx of potential new customers on the neighbouring Queens Quay housing sites which the Town Hall will be well placed to attract. In addition it is accepted that a day out 'experience' is not complete without some food and drink, and that museums can often provide an attractive venue for this purpose. It is also the view of officers that the Town Hall would benefit from providing its catering offer in a more visible location, and have access to outside seating in the summer where possible.
- 4.15.** Moving forward officers recommend the purchase of a mobile coffee kiosk providing quality hot drinks, cold drinks, home-baked items, biscuits, cookies and flapjacks, and sandwiches. Wherever possible we would look to sell locally sourced products. The focus would be on providing a small number of quality products.
- 4.16.** Having a mobile kiosk would give officers greater flexibility to move the servery between two different locations within the Town Hall depending on the bookings. The first would be the main atrium, which would have permanent seating fitted where the model ships currently reside, along with additional temporary seating (See Appendix 4). The second location would be the Garden Gallery, which when available and in good weather could be opened up to benefit from a new seated patio area (See Appendix 5). The Garden Gallery location would also work well in terms of prominence as Bruce Street is likely to become a main pedestrian access point in and out of the Queens Quay site. Installing the coffee facility permanently in the Garden Gallery was considered but the view of officers was that doing this would prevent this popular suite from being used for other functions – particularly drinks receptions for weddings. Having a mobile kiosk means it can relocate elsewhere when there are bookings, and use it when there aren't.
- 4.17.** The mobile kiosk represents a lower risk alternative than building a new permanent coffee shop. As has been discussed previously performance of the existing shop has not been adequate and if this cannot be improved then it is likely the provision would have to cease. In addition, having a mobile kiosk means it can also be used to support various events booked at the Town Hall in other parts of the building such as the Lesser Hall and Grand Hall.
- 4.18.** One of the suggestions to emerge from the Town Hall Working Group meetings in 2019 was a desire to capitalise further on the potential of the garden area by installing a canopy feature (see Appendix 5). This would support the coffee kiosk offer in the Garden Gallery during good weather, and provide shelter for visitors wishing to sit outside at other times. It would also provide a similar function for groups holding events in the garden area. To complement this further the garden area would be re-landscaped to remove the small hedges and stonework. The memorial to Jane Rae, Suffragette, Singer Strike Leader and Councillor, which was purchased and gifted by the then Provost Agnew, would be relocated to the

new Clydebank Library Museum. These changes would create an open lawn area with surrounding bushes and flowers that would serve as an attractive outside space to use for wedding ceremonies, receptions, parties, and corporate bookings. The adjacent Councillor car park area would be landscaped to form an improved and enlarged garden area. Again this would enhance the offer available from the Town Hall and makes it more desirable to potential customers.

- 4.19.** Another suggestion from the Town hall Working Group was a desire to see a canopy restored to the Hall Street side of the building. It was felt that this would give the Hall Street entrance a greater visual appeal and prominence when looking from Dumbarton Road. There is a historic precedent for this installation because the Town Hall originally had a canopy stretching over the large doors in front of the Grand Hall (Appendix 8). Two options for a canopy along this elevation were considered and these can be seen at Appendix 7. Option 1 shows a mono pitch glass canopy placed at suitable intervals along the elevation. Option 2 has a series of curved glass canopies which is more adaptive to the decorative stonework along the façade. This design would need further development. A budget cost has been applied to both options with Option A estimated at £65,000, and Option B at £116,000. Officers are recommending Committee approve Option 1 which is cheaper and stays closer to the original design from the previous century.
- 4.20.** Another discussion point at the Town Hall Working Group was a recognition that the Council Chamber and other civic areas of the Town Hall have not been refurbished for a number of years, and now need complete updating. This would include redecoration, new carpeting, repair to plasterwork, and lighting improvements etc. It was explained that these areas were going to be reviewed and upgraded as part of the Council's ongoing General Maintenance plan in the next 12 months. Following a review, the Manager for Democratic Services identified a number of issues, some of which fell outside activity typically funded by the General Maintenance budget. To undertake these improvements the Committee is asked to support additional works up to the value of £25,000 from the Cultural Capital Fund. This fits with the Cultural Capital Funds aspirations to invest in West Dunbartonshire's cultural and heritage infrastructure with a particular focus on Clydebank Town Hall. Due to the nature of the works it will not be possible to use the Council Chamber and surrounding areas when works are being undertaken. This may mean that Council meetings and civic events will need to be relocated during that period. The timescale of the works is not known at present but every effort will be made to reduce the impact on users of the building when the works commence. If any Council meeting needs to be held out with the Clydebank Town Hall, then a decision will be required at full Council to change the location.
- 4.21.** The final adaptation proposed takes place in the Grand Hall where it is recommended that a bar be installed in two of the existing former prison cells adjacent (See Appendix 6). This new outlet would provide a more professional serving area directly into the Grand Hall instead of the current mobile bar in operation. The bar would benefit from under-bar units designed to specification, insulated ice wells, bowls, drip trays and glass racks which would professionalise

the offering. Having a permanent bar also would mean an end to the inefficient assembly and disassembly of the current mobile bar, and the movement of products to and from storage. When the bar was not required for a booking then a discreet shutter would be used to divide it off from the Grand Hall. This use of the two cells would remove some of the existing storage available in the back corridor. To replace this it is recommended that one of the four toilets on that corridor is removed and turned into a replacement storage space.

4.22. The Clydebank Town Hall is a B-Listed building and this covers both external and internal elements. The alterations planned would require listed building consent. Officers are confident this would be granted as we are proposing to carry out all works in such a way as to be sympathetic to the original design, and incorporating original elements wherever possible.

4.23. Outline costs for these proposals are estimated to be £1.408m. This is a conservative figure that builds in significant contingency in the event that unexpected issues emerge when undertaking works in such an old building. Given the recent external funding for renovations at the Town Hall (2011) it is unlikely that the Council will secure any further funding for this project. It is recommended that the funding for this project come from the £4m Cultural Capital Fund.

4.24. As agreed at Committee in May 2018, the Strategic Lead for CCC and the Asset Management team led an internal options appraisal, with participation from Libraries and Culture, Communications, Finance, Procurement and Legal Services. This considered the option of doing nothing versus undertaking the improvement works as described above. These were judged against the following criteria:

- Impact/benefits (particularly with regard to regeneration)
- Commercial and financial sustainability (particularly with regard to the revenue budget)
- Physical fit in space
- Likely demand
- Level of risk (inverse)
- Potential for displacement (inverse)
- Public Access
- Attraction of additional visitors to West Dunbartonshire
- Restoration of a cultural asset
- Likelihood of attracting external funding

4.23 The exercise illustrated the following:

Option	Total Estimated Cost	Overall points score
<u>Option1</u> Undertake improvement works, including an additional	£1.408.00m	128

public entrance from Dumbarton Road		
<u>Option 2</u> Undertake improvement works, retaining the current public entrance from Hall Street	£1.408.00m	125
<u>Option 3</u> Do nothing <i>(Reactive repairs will be undertaken as required from existing budgets at no additional cost to Council)</i>	£0	66

The options appraisal clearly illustrated the benefit in this investment in the Town Hall versus doing nothing. Option 1 and Option 2 scored very similarly, although Option 1 came top by virtue of the improved public access it offered. Given the fact both these options have the same cost it is the recommendation of officers that we progress with Option 1 to undertake these improvement works, including establishing the Dumbarton Road entrance as the main entrance to the building.

5 People Implications

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

6 Financial & Procurement Implications

- 6.1 The anticipated cost of the proposal recommended in this report is £1.408m. If this was repaid over a 40-year period the cost per year of the loan charges would be an average of £0.055 per annum. In this case there is no additional cost to the Council as the £4m Cultural Fund is already part of the Council's Capital Plan.
- 6.2 In March 2018 the Council created a £4m Cultural Capital Fund and it is the recommendation of officers that this Fund should support the costs of this project in entirety. If this was approved by Committee then there would be no additional cost to the Council beyond what is already agreed within the Council's Capital Plan. For the benefit of Committee the following other projects are also in the pipeline for the Cultural Capital Fund. Costs are not available for some of these so indicative outline estimates have been provided. This table is purely for illustrative purposes and does not form part of any agreement on these individual projects. Each of these will come to future Committees for approval:

Project	Cost
Alexandria Library museum, lift and new public-use room	£0.330.00 (Agreed)
Town Hall external roof and stonework	£0.252.00 (Agreed)
Clydebank Library basement museum	£0.575.00 (Awaiting approval)
Back Door Gallery renovations	£0.170.00 (Indicative estimate)
Bruce Street Baths renovations	£0.500.00 (Indicative estimate)

Total	£1.830.00
Town Hall renovations	£1.408.00
Total	£3,238.00
Funding left for other projects	£762,000

- 6.3** Since the Town Hall would continue to be staffed by existing teams, there is no additional revenue cost to the Council for this proposal beyond the initial capital investment.
- 6.4** A two stage procurement process is required in support of this project. Stage one would establish the architectural and environmental design specification for the new gallery space. Stage two would be going out to procure against the overall structural specification. Any procurement will be done in line with financial regulations and relevant financial legislation.
- 6.5** All procurement activity carried out by the Council in excess of £50k is subject to a contract strategy. If approval is given, and before the tender is published, the contract strategy for Clydebanks Town Hall will include, but not be limited to: Service Strategy/Forward Plan, Supply Market Status: Social Benefits, Procurement Model and Contract Management.

7 Risk Analysis

- 7.1** New issues with the historic building may be uncovered, although this has been mitigated as far as possible through a number of building surveys which have been carried out. Officers have also allocated a significant contingency for this project to deal with the unexpected.
- 7.2** The Town Hall charging report in May 2018 set out ambitious aspirational targets for income generation in future years – with a significant uplift in 2020/21. There is a risk that if Committee does not approve the redevelopment of the Town Hall project in November 2019 that these income targets will not be met. This is because the improvement works are required to enable the Town Hall to function as a successful visitor attraction, and fully realise its potential as a commercial venue.
- 7.3** There is a risk that if Committee does not approve the report that there will be disruption to service delivery of the Clydebanks Museum and Art Gallery. Officers are planning for the new high-profile gallery space to re-open in 2021. Without a clear timeline for the improvement works it will not be possible to programme quality exhibitions in this space. It would be unprofessional and threaten reputational damage to the Council if loan agreements with national institutions, other major public collections, or established artists had to be cancelled due to refurbishment work.
- 7.4** The length of time the improvement works take to complete could cause disruption to the Town Hall in the short and medium-term. This could have an

impact on existing bookings and reduce demand for future bookings until the work is complete. This could have a negative impact on the revenue budget for this period. Officers will mitigate the impact of this by attempting to plan the most disruptive elements of work during the periods of lowest demand.

- 7.5** There is a risk that the proposals will not get planning permission or listed building consent from Historic Environment Scotland. This would delay activity and potentially stop the entire project. As previously stated, this risk is mitigated by the Council proposing to carry out all works in such a way as to be sympathetic to the original design, and incorporating original elements wherever possible
- 7.6** The planned improvements may not lead to higher visitor numbers or greater bookings, and the Town Hall could continue to struggle financially as a service. The Council will mitigate this risk by continuing service improvements to deliver a clear and competitive product offer, launching a marketing and advertising strategy, and capitalising on the opportunities presented by the Queens Quay site.
- 7.7** Doing nothing would mean the potential for Clydebank Town Hall to grow its reputation as a premier cultural and events venue could not be realised. It will also mean the Council misses the opportunity to capitalise on the exciting potential of the neighbouring Queens Quay site. This site will see hundreds of new homes developed all within an easy walk to the Town Hall. This means there will be an important new base of potential visitors which can be attracted to spend money in the venue if its set-up is attractive.

8 Equalities Impact Assessment (EIA)

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

9 Consultation

- 9.1** This proposal to undertake improvement works at Clydebank Town Hall has been assessed from officers from Libraries and Cultural Services, Asset Management, Legal Services, Finance, the Corporate Procurement Unit, Corporate Communications and the Town Hall.

10 Strategic Assessment

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

Malcolm Bennie
Strategic Lead – Communication, Culture, Communities & Facilities
Date: 13 November 2019

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

Appendix: **Appendix 1 – General Layout Overview**
Appendix 2 – Option 1 Gallery if main entrance is
Dumbarton Road
Appendix 3 – Option 2 Gallery if main entrance is Hall
Street
Appendix 4 – Reception alterations
Appendix 5 – Garden Gallery
Appendix 6 – New Bar
Appendix 7 – Option 1 – Hall Street Canopy
Option 2 – Hall Street Canopy
Appendix 8 – Historical photo of Hall Street canopy

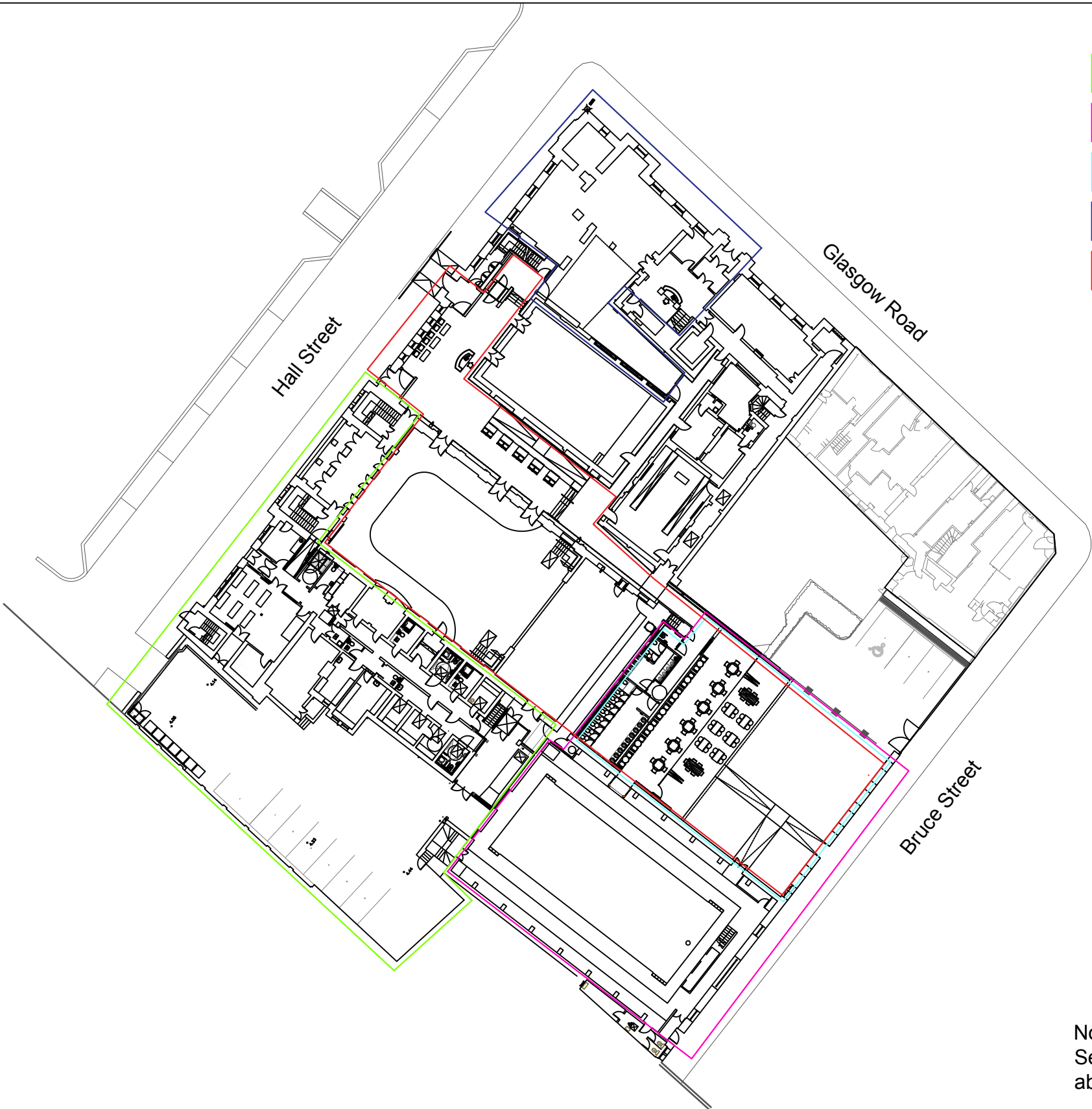
Background Papers: **Administration Budget 2018-19 to Council on 5 March**
2018.

Report by Strategic Lead, Communications, Culture and
Communities to Cultural Committee on 25 May 2018.

Association of independent Museums – Successful
Museum Cafes 2017

Wards Affected: **All wards**

Important
Do not scale from this drawing.
Any discrepancies to be reported to the
Contract Administrator.



- Area: Back of house
- Area: Bruce Street Baths Venue
- Area: Cafe
- Area: Museum
- Area: Wedding Venue

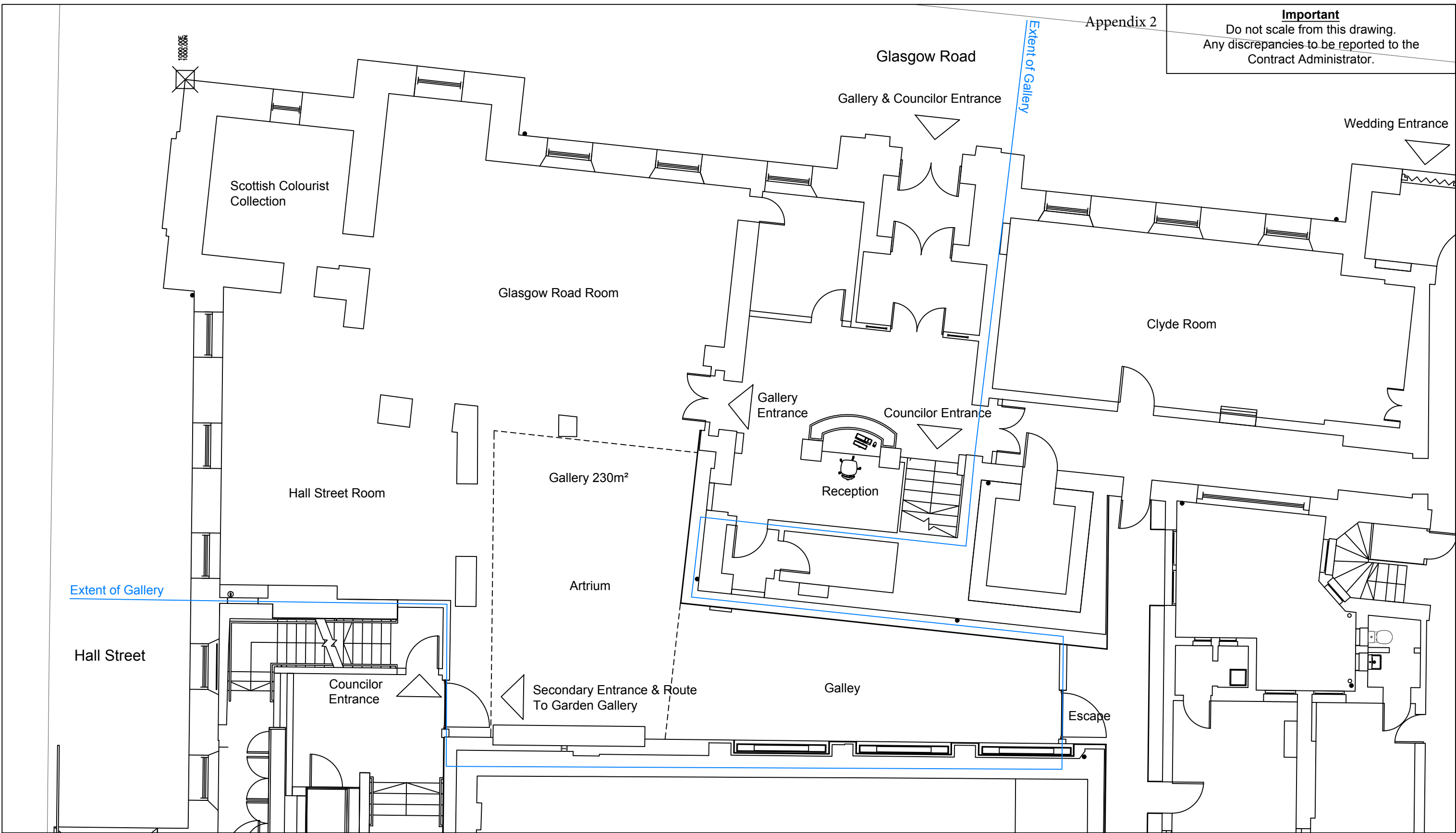
Note:
Separation of venues and functions is built upon being
able to share the current block of existing toilets.

Rev.	Amendments	Date	By

Job Title
Clydebank Town Hall Refurbishment Feasibility
Page 97

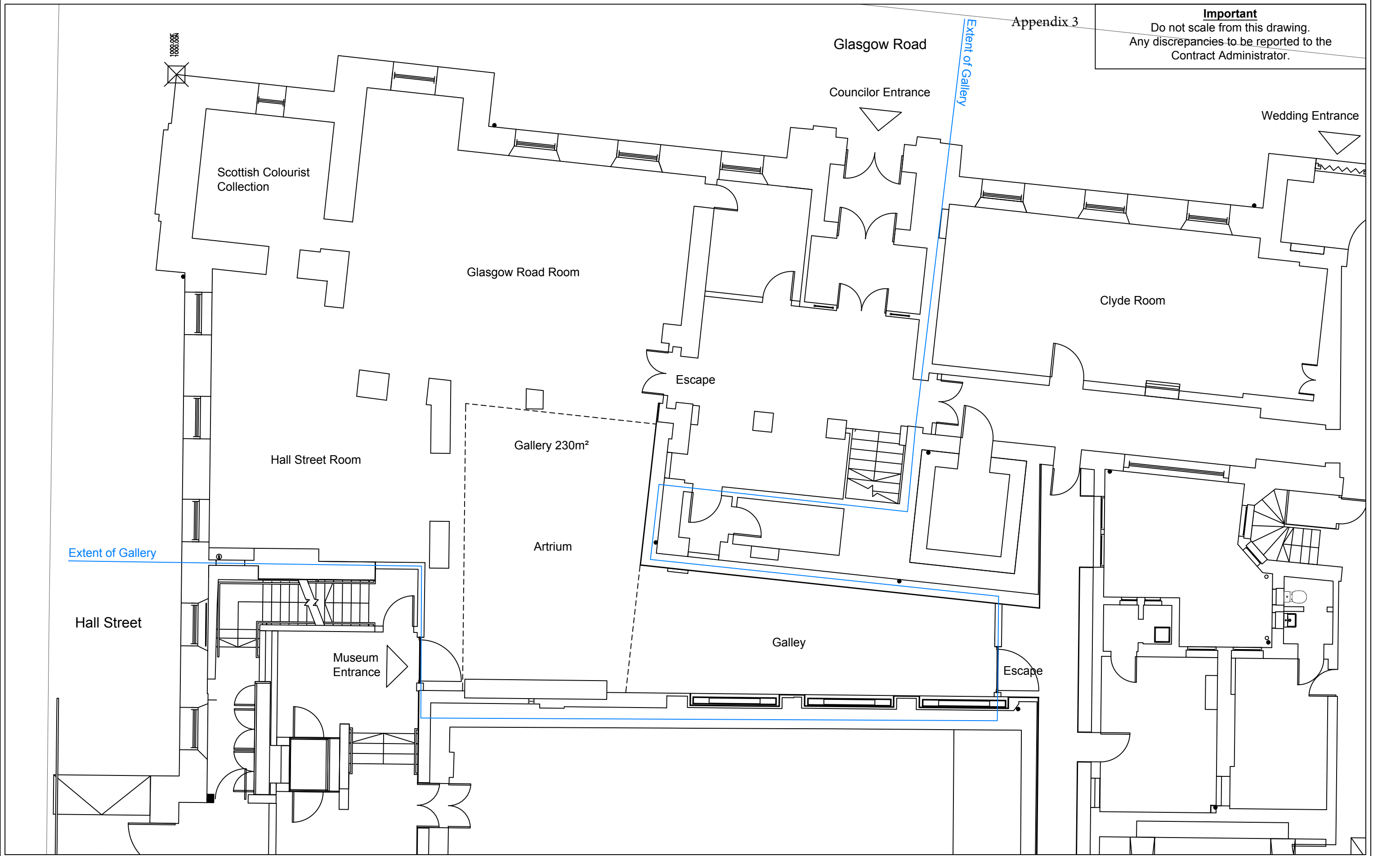
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General Arrangement As Proposed

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Job No. 4418	Drawing No. AL(00)001	Rev. —	
Issue			
INFORMATION			

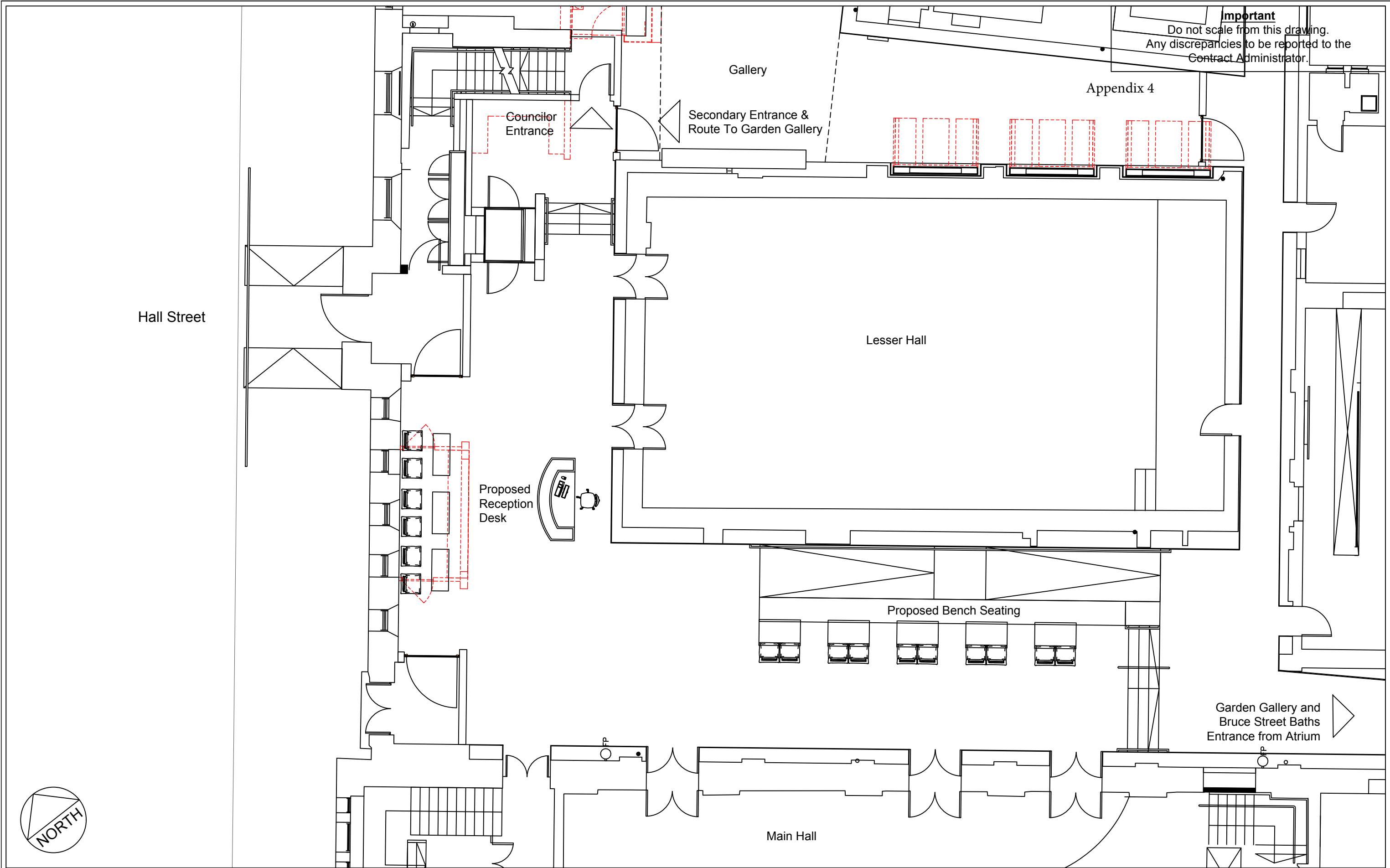


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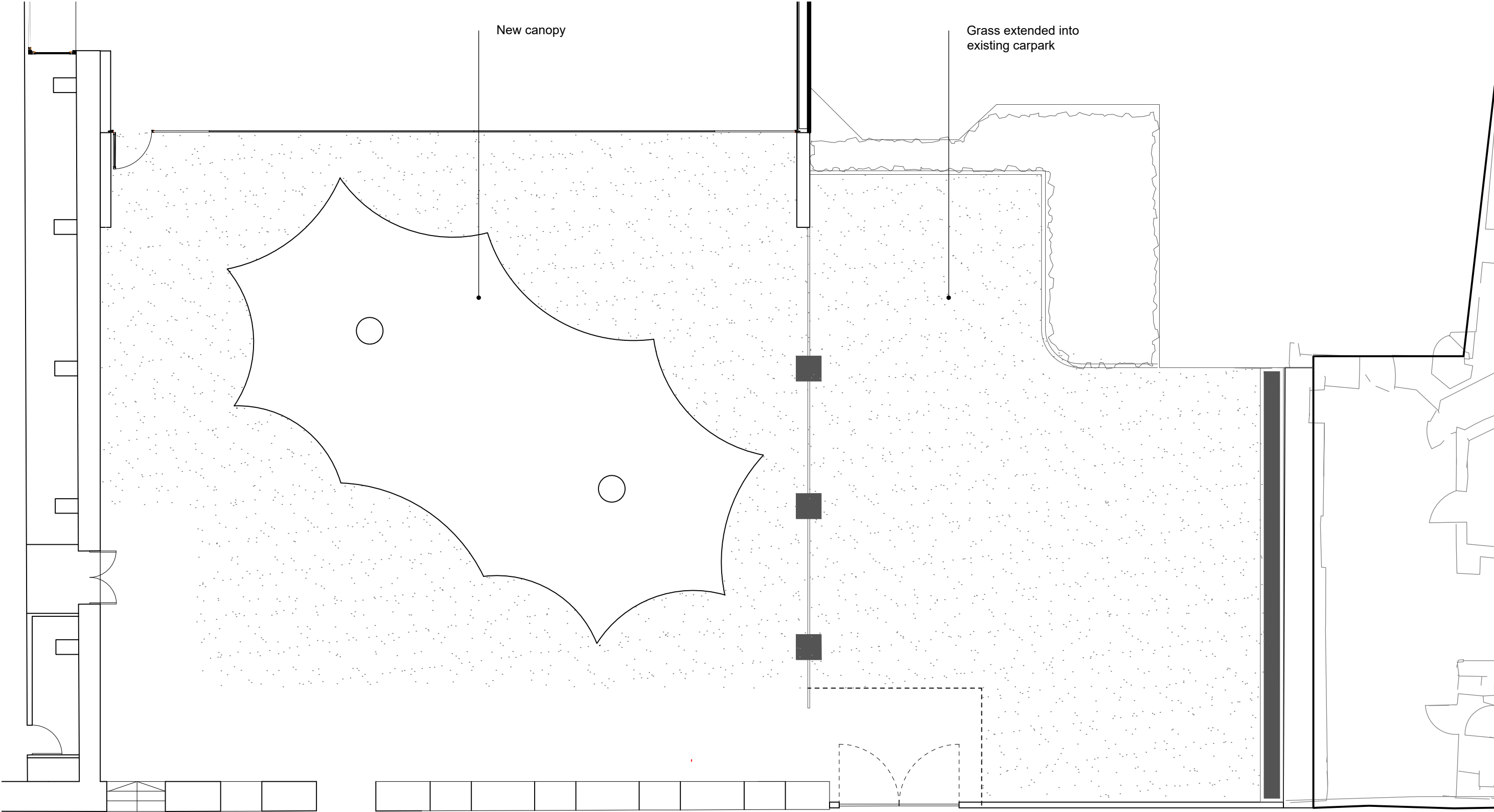
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Contract Administrator.



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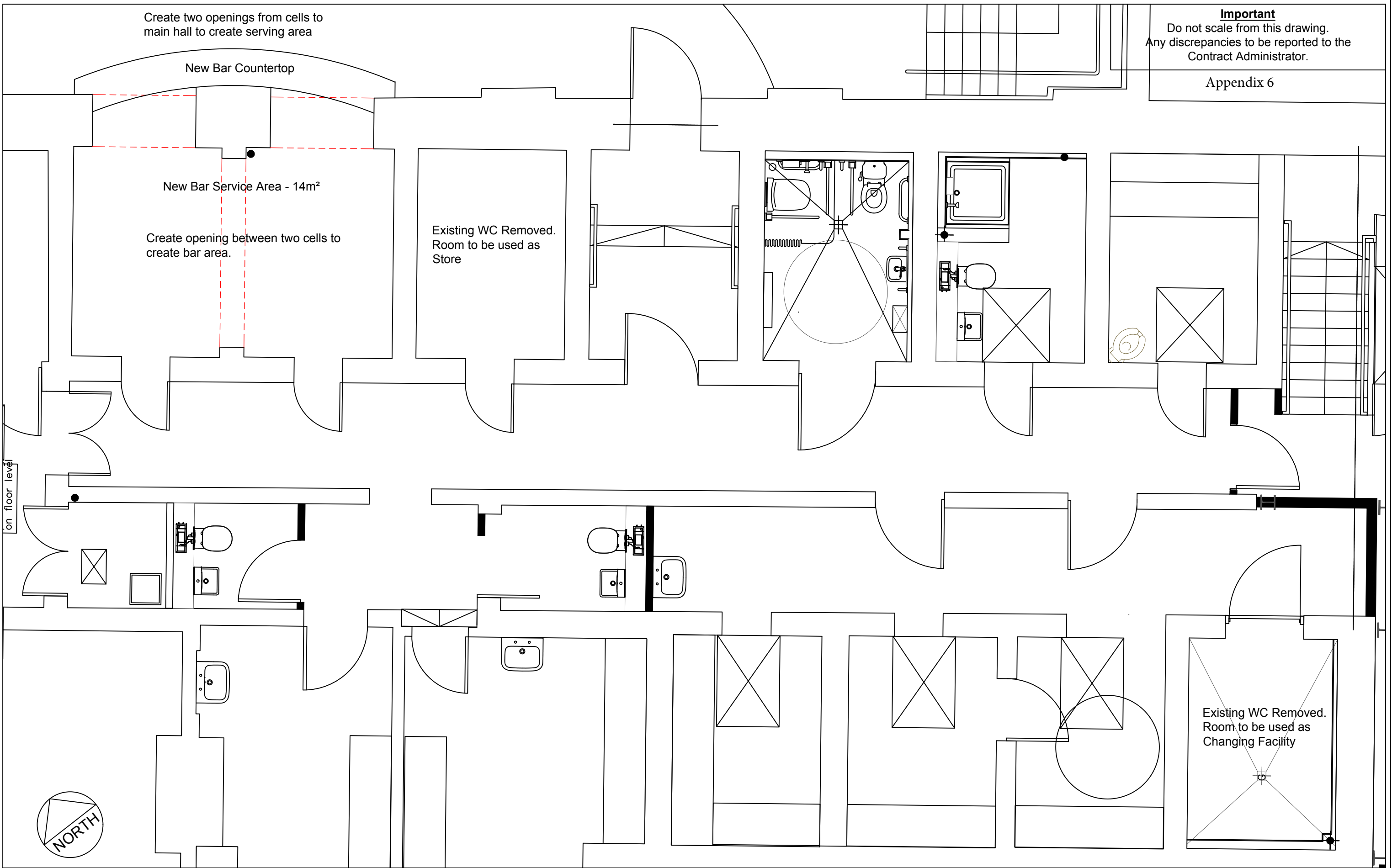
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A.	Grass added	01.11.19	LM
Rev.	Amendments	Date	By

Job Title
Clydebank Town Hall Refurbishment Feasibility
Page 101

Drawing Title
Garden Canopy As Proposed

Scale 1:100	Sheet A3	Date 2019.10.08	Drawn LM
Job No. 4418	Drawing No. AL(01)008	Rev. A	
Issue			

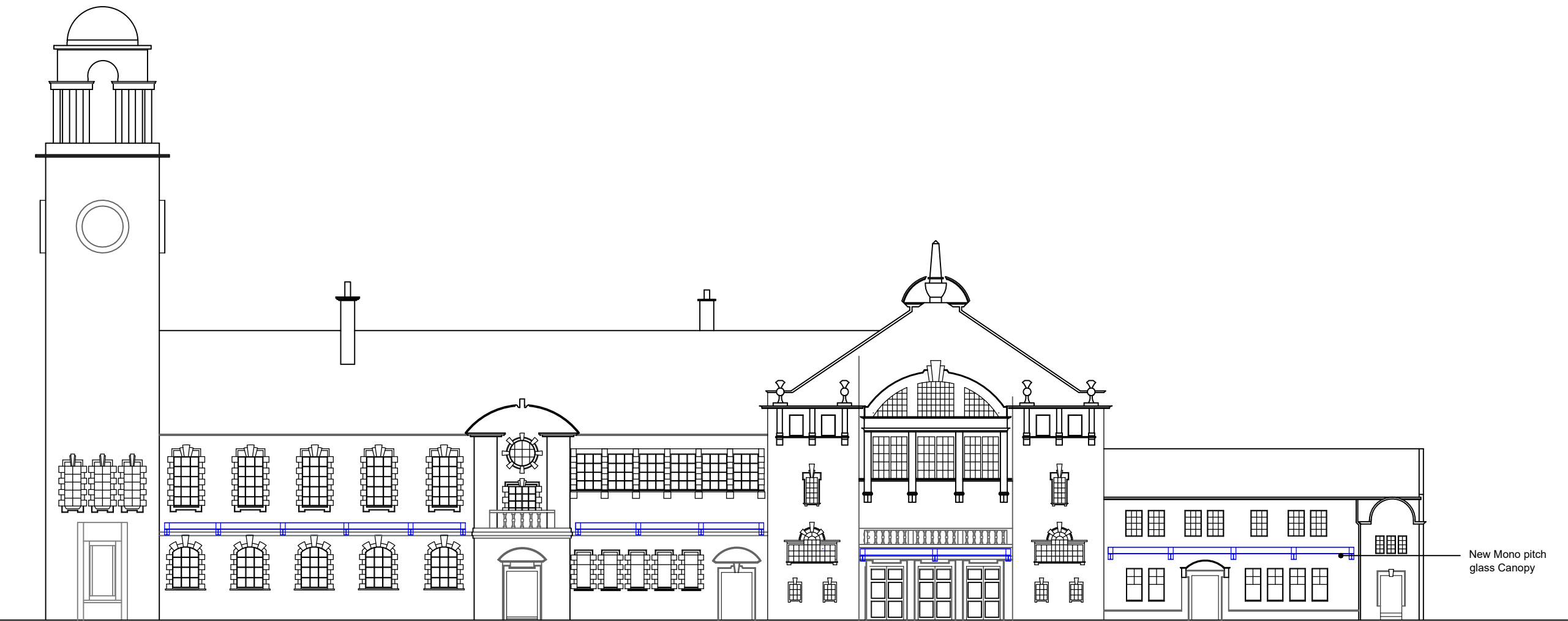
INFORMATION



Important
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Contract Administrator.

Appendix 6

Important
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Contract Administrator.



New Mono pitch
glass Canopy

Hall Street Elevation
Scale 1:200

Consultancy Services
Architectural
Quantity Surveying
Engineering
Clerk of Works

Regeneration, Environment & Growth
Executive Director : Richard Cairns

Corporate Asset Management
Consultancy Services
Council Offices
Bridge Street
DUMBARTON
G82 1NT

Tel: 01389 737000

DRAFT			
Rev.	Amendments	Date	By

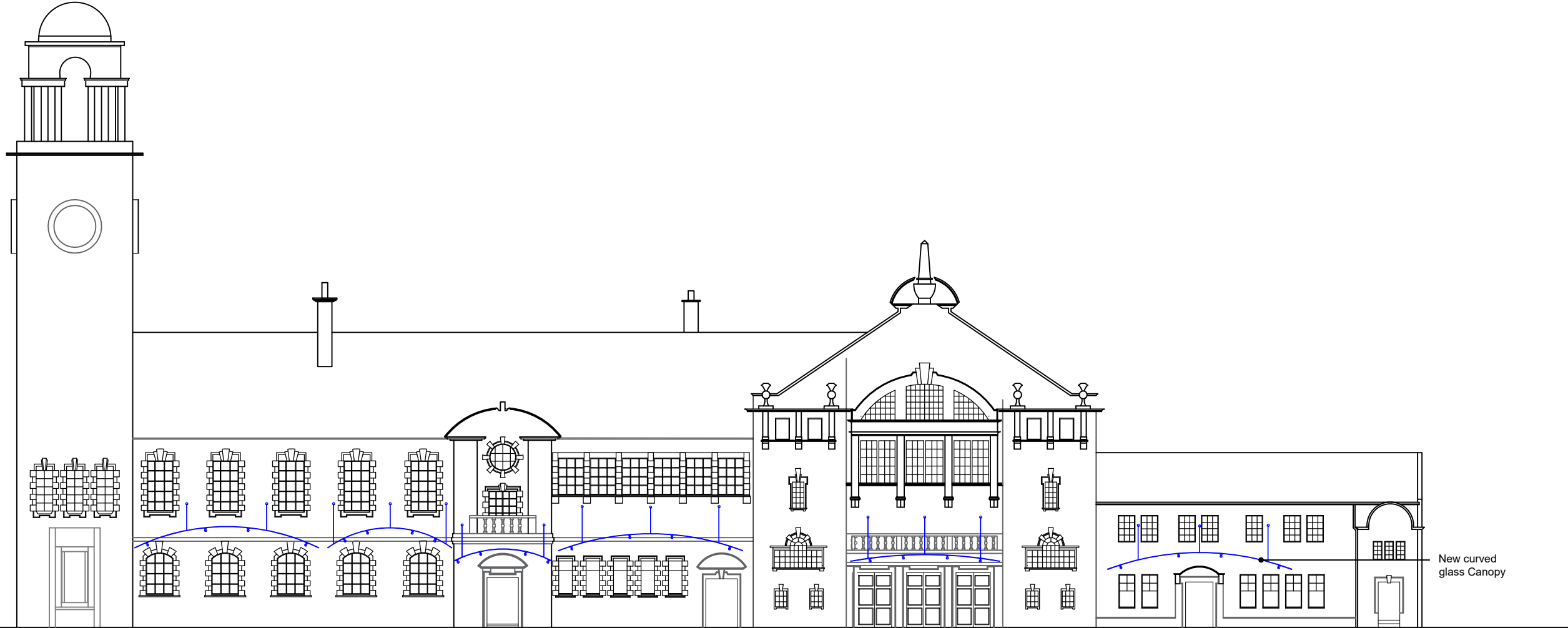
Job Title
Clydebank Town Hall Refurbishment Feasibility
Page 103

Drawing Title
Hall Street Canopy Option 1

Scale 1:100	Sheet A3	Date 2019.10.08	Drawn LM
Job No. 4418	Drawing No. AL(01)010	Rev.	
Issue			

INFORMATION

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Contract Administrator.



Hall Street Elevation
Scale 1:200

DRAFT			
Rev.	Amendments	Date	By

Scale 1:100	Sheet A3	Date 2019.10.08	Drawn LM
Job No. 4418	Drawing No. AL(01)009	Rev.	
Issue INFORMATION			



WEST DUNBARTONSHIRE COUNCIL

Report by Strategic Lead - Regulatory

Meeting of the Cultural Committee: 25 November 2019

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

1. Purpose

- 1.1** To provide the Committee with an update on progress being made in relation to the proposed visit to Letterkenny and to recommend the formation of a Working Group on the 80th Anniversary of the Clydebank Blitz.

2. Recommendations

- 2.1** The Committee is asked to:

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

3. Background

- 3.1** At its meeting on 23 September 2019, the Cultural Committee noted that a communication had been received from the Mayor of Letterkenny inviting Members of the Committee to meet with him in Letterkenny to discuss the development of the Friendship Agreement. It was also suggested that the Committee should consider forming a Working Group to plan arrangements for the commemoration of the 80th Anniversary of the Clydebank Blitz at its next meeting.

4. Main Issues

- 4.1** The Manager of Democratic and Registration Services has been in communication with Donegal County Council to identify possible dates for the proposed visit to Letterkenny. A number of dates in 2020 have been proposed and as soon as a date is confirmed, arrangements will be made for Members of the Committee and the Manager of Democratic and Registration Services to travel to Letterkenny.

- 4.2** The 14th day of March 2021 will mark the 80th Anniversary of the Clydebank Blitz. Given the significance of the occasion, there is likely to be a high level of public interest and it is therefore appropriate that the Council takes a central role in leading and planning events to commemorate those who lost their lives during the blitz. It is therefore proposed that a Working Group be formed to commence early discussion on arrangements for this important event.

5. People Implications

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

6. Financial and Procurement Implications

- 6.1** In June 2019, the Committee agreed that a sum of up to £5000 be allocated from the Cultural budget this financial year to meet the costs of town twinning events and visits. The estimated travel costs of the proposed visit to Letterkenny and the trip to Dublin to meet the Head of the Scotland Office, Ireland, will be approximately £1000, i.e. well within the agreed budget allocation for this financial year.

7. Risk Analysis

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

8. Equalities Impact Assessment (EIA)

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

9. Consultation

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

10. Strategic Assessment

- 10.1** The development of town twinning activity could have some real educational and cultural benefits for those citizens who participate in such events and the promotion of West Dunbartonshire through these twinning or friendship links could potentially generate some economic benefit to area through increased tourism.

Name: Peter Hissett
Designation Strategic Lead - Regulatory
Date: 15 November 2019

Person to Contact: George Hawthorn, Manager of Democratic and Registration Services, Municipal Buildings, College Street, Dumbarton. Telephone 01389 737204 or email: george.hawthorn@west-dunbarton.gov.uk

Appendices: None.

Background Papers: None

Wards Affected: None.