

# Agenda



## Cultural Committee

**Date:** Monday, 23 November 2020

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**Time:** 10:00

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**Format:** Zoom Video Conferencing

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**Contact:** Craig Stewart, Committee Officer  
Email: [craig.stewart@west-dunbarton.gov.uk](mailto:craig.stewart@west-dunbarton.gov.uk)

Dear Member

Please attend a meeting of the **Cultural Committee** as detailed above. The business is shown on the attached agenda.

Yours faithfully

**JOYCE WHITE**

Chief Executive

Distribution:-

Bailie Denis Agnew (Chair)  
Provost William Hendrie  
Councillor Jonathan McColl (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: 10 November 2020

**CULTURAL COMMITTEE**  
**MONDAY, 23 NOVEMBER 2020**

**AGENDA**

**1 APOLOGIES**

**2 DECLARATIONS OF INTEREST**

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

**3 MINUTES OF PREVIOUS MEETINGS 5 - 10**

Submit for approval as correct records, the Minutes of Meetings of the Cultural Committee held on:-

- (a) 27 January 2020 (Ordinary); and
- (b) 5 October 2020 (Special)

**4 OPEN FORUM**

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

**5 TOWN TWINNING AND 80<sup>TH</sup> ANNIVERSARY OF CLYDEBANK BLITZ - UPDATE To follow**

Submit report by the Strategic Lead – Regulatory Services on the above.

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

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

**7 CULTURAL BUDGETS / EVENTS**

Bailie Agnew, Chair, has requested that this item be added for discussion and consideration at the meeting.

**8 COMMUNICATIONS, CULTURE, COMMUNITIES & FACILITIES DELIVERY PLAN 2019/20; COMMUNICATIONS & CULTURE YEAR END PROGRESS REPORT AND 2020/21 DELIVERY PLAN 11 - 43**

Submit report by the Strategic Lead - Communications, Culture, Communities & Facilities providing the final position against the 2019/20 Delivery Plan and presenting the 2020/21 Delivery Plan.

**9 REDESIGN OF CLYDEBANK TOWN HALL EXHIBITION GALLERIES 45 - 49**

Submit report by the Strategic Lead – Communications, Culture, Communities & Facilities providing an update on the spatial redesign of the Clydebank Town Hall exhibition galleries, which forms a key part of the Town Hall renovation project.

**10 REDESIGN OF DALMUIR GALLERY, DALMUIR LIBRARY 51 - 54**

Submit report by the Strategic Lead – Communications, Culture, Communities & Facilities providing an update on proposals to redesign the existing gallery space in Dalmuir Library.

**11 REVIEW OF TOWN HALL OPENING HOURS To follow**

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

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## **CULTURAL COMMITTEE**

At a Meeting of the Cultural Committee held in the Council Chamber, Clydebank Town Hall, Dumbarton Road, Clydebank on Monday, 27 January 2020 at 10.00 a.m.

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

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

**Apology:** An apology for absence was intimated on behalf of Councillor John Millar.

**Bailie Denis Agnew in the Chair**

### **DECLARATIONS OF INTEREST**

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

### **MINUTES OF PREVIOUS MEETING**

The Minutes of Meeting of the Cultural Committee held on 25 November 2019 were submitted and approved as a correct record.

After hearing the Strategic Director, in answer to a Member's question on the Presentation on Footgolf item, it was noted that a report proposing options on Footgolf would be prepared by officers with a view to being presented, for Committee consideration, at the earliest opportunity.

### **OPEN FORUM**

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

## **RE-DEVELOPMENT OF BRUCE STREET BATHS, CLYDEBANK**

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

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

- (1) to note the contents of this report;
- (2) to authorise spend of up to £100,000, from the Cultural Capital Fund, to stabilise the baths, such as painting and other associated works;
- (3) to approve its continued use as an exhibition space; and
- (4) that officers explore the possibility of linking the Baths into the District Wide Heating System.

Note: Councillor Walker left the meeting during consideration of the above item.

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

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

After discussion and having heard the Strategic Lead and the Team Lead – Arts & Heritage advise that the development was continuing to make satisfactory progress, the Committee agreed to note the terms of the verbal update.

## **ADJOURNMENT**

After hearing Bailie Agnew, Chair, the Committee agreed to adjourn for a short period. The meeting resumed at 10.37 a.m., with same Members present as listed in the sederunt, with the exception of Councillor Walker.

## **OPERATING MODEL FOR THE CLYDEBANK TOWN HALL**

A report was submitted by the Strategic Lead – Communications, Culture, Communities & Facilities responding to a request from the Convener of Culture for further information on the way the Clydebank Town Hall was presently being operated and its future direction.

## **ADJOURNMENT**

After hearing Bailie Agnew, Chair, the Committee agreed to adjourn for a short period. The meeting resumed at 11.34 a.m., with the same Members present as listed in the sederunt, with the exception of Councillor Walker.

At this point, the Strategic Lead and relevant officers were heard in further explanation and in answer to Members' questions. Having heard the Manager of Legal Services explain that any decision that would involve an impact on revenue would require to be further considered as part of the budget process, the Committee agreed:-

- (1) to note the report, and that weddings would still form a main part of activity within the Town Hall but to agree that they should not impact or exclude other uses and should be confined to specific areas within the Town Hall;
- (2) that up to £10,000 should be allocated from the [Cultural budget] for the acquisition of an artwork by 20<sup>th</sup> Century Scottish Women for display within the Town Hall, it being noted that Elected Members would make the final decision on the purchase of the artwork, and that officers would deal with the procurement thereof;
- (3) that officers be requested to examine the possibility of weekend opening and the possible restriction of weekday opening, and to report back to a future Committee with the possible revenue implications of such an option; and
- (4) to note that any revenue impact arising out of these decisions would require to be agreed by the Council as part of the forthcoming budgetary process and as such could not be implemented without such consideration.

During consideration of this item, Bailie Agnew, Chair, advised that he would be donating an artwork of his to the 20<sup>th</sup> Century Scottish Women collection.

Note: Councillor Walker re-entered the meeting during consideration of the above item.

## **NEW EVENTS FOR WEST DUNBARTONSHIRE**

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

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

- (1) to note the contents of the report;

- (2) to take no action with regard to commissioning the two external reports, outlined in the report; and
- (3) to continue consideration of the events programme, to the next Ordinary meeting of the Cultural Committee.

### **TOWN TWINNING UPDATE**

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

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

- (1) that the most favourable date for the visit to Letterkenny was 26/27 March to discuss the development of the Friendship Agreement, subject to Provost Hendrie checking the suitability of the dates in question;
- (2) that the Manager of Democratic and Registration Services be authorised to write to local MSPs and MP regarding potential trade missions in Dublin; and
- (3) otherwise to note the contents of the report.

### **RICHMOND STREET PREMISES**

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

The meeting closed at 12 noon.



## **CULTURAL COMMITTEE**

At a Special Meeting of the Cultural Committee held by Video Conferencing on Monday, 5 October 2020 at 10.02 a.m.

**Present:** Provost William Hendrie, Bailie Denis Agnew, Councillors Jonathan McColl and Brian Walker.

**Attending:** Angela Wilson, Strategic Director – Transformation & Public Service Reform; Alan Douglas, Legal Manager; George Hawthorn, Manager of Democratic and Registration Services; Sarah Christie, Team Lead – Arts & Heritage; Michelle Lynn, Assets Coordinator, Joe Reilly, Finance Business Partner and Craig Stewart, Committee Officer.

**Bailie Denis Agnew in the Chair**

### **DECLARATIONS OF INTEREST**

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

### **TOWN TWINNING AND 80<sup>TH</sup> ANNIVERSARY OF CLYDEBANK BLITZ - UPDATE**

A report was submitted by the Strategic Lead – Regulatory providing an update on progress being made in relation to the visit to Letterkenny and preparations for the 80<sup>th</sup> Anniversary of the Clydebank Blitz.

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

- (1) to note that the planned visit to meet with the Mayor of Letterkenny in March 2020 was postponed and would be rearranged as soon as it was deemed safe to do so;
- (2) to note the progress made in respect of discussions with the Royal Scottish National Orchestra in connection with the 80<sup>th</sup> Anniversary of the Clydebank Blitz;
- (3) to note that the contract to produce commemorative medals for those services involved in helping the people of Clydebank during and after the Blitz had been awarded to Morrison-Ignatieff, Silversmiths, Glasgow following the quotation process;

(4) that the medals be funded from the part of unallocated balance of funds from the Cultural budget for 2019/20 which had now been earmarked for that purpose;

(5) that a total of seven medals be commissioned for presentation to the undernoted organisations:-

Polish Navy (Polish Consul General);  
Police Scotland;  
Scottish Fire and Rescue Service;  
Scottish Ambulance Service;  
Royal College of Nurses (Scotland);  
Royal College of Physicians (Scotland);  
Royal Voluntary Service (on behalf of WRVS);

(6) that a small commemorative plaque which incorporates the design of the medals be commissioned at a cost of £1500, subject to a variation in the price of silver, for display in the Town Hall, and be funded from the unallocated balance of funds from the Cultural budget for 2019/20;

(7) that an exception be made to the normal procurement procedure to allow the contract to be awarded to Morrison-Ignatieff without the need for a further tendering exercise due to the proprietary nature of the artistic design;

(8) that the Cultural budget for 2020/21 of £25,000 be used to fund the Council's costs in relation to the 80th Anniversary of the Clydebank Blitz;

(9) with the recommendation of the Working Group on the 80th Anniversary of the Clydebank Blitz that planning should proceed on the basis that the full event would take place in March 2021, with the proviso that it may need to be cancelled at short notice and replaced with a scaled down event involving only the most senior officials and guests;

(10) in principle, with the recommendation of the Blitz Working Group that, subject to approval by the Clydebank Property Company, a large commemorative plaque be located in Solidarity Plaza to commemorate the 80th Anniversary and instruct the Manager of Democratic Services to obtain estimated costs for the works and report back to a future meeting of the Committee;

(11) that the monies previously earmarked for an acquisition of an artwork by 20<sup>th</sup> Century Scottish Women, agreed at the 27<sup>th</sup> January 2020 meeting of the Cultural Committee, be unearmarked, should it be required; and

(12) otherwise to note the terms of the discussion that had taken place in relation to this matter.

The meeting closed at 10.33 a.m.

## WEST DUNBARTONSHIRE COUNCIL

### Report by Strategic Lead – Malcolm Bennie

#### Cultural Services Committee 23 November 2020

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**Subject: Communications, Culture, Communities and Facilities Delivery Plan 2019/20; Communications & Culture year end progress report and 2020/21 Delivery Plan.**

## **1 Purpose**

- 1.1** This report provides members with the final position against the 2019/20 Delivery Plan and presents the 2020/21 Delivery Plan.

## **2 Recommendations**

- 2.1** It is recommended that Committee:
- Notes progress made on the delivery of the 2019/20 plan.
  - Notes the 2020/21 Delivery plan

## **3 Background**

- 3.1** In line with the Strategic Planning & Performance Framework each Strategic Lead has developed an annual delivery plan for 2020/21. The 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.
- 3.2** Delivery Plans are traditionally shared through relevant service committees in the Spring (May/June) with a mid-year progress report presented in winter (November). However, as a result of the COVID-19 pandemic, work to finalise Delivery Plans for reporting in May was paused. This reflected the need to focus on the immediate resilience response for our communities. It also gave Strategic Leads the time to analyse the COVID-19 impact and the likely recovery position for the remainder of the 2020/21 year, and factor this in to drafted delivery plans.

## **4 Main Issues**

### 2019/20 Year-end Performance

- 4.1** Progress towards delivery of the plan is monitored monthly through the 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 was presented to committee in November 2019.

- 4.2** The Delivery Plan for 2019/20 was supported by an action plan of activities to be delivered over the year. Appendix 1 details the progress on delivery of this action plan. Seven of the eleven actions have been completed in year as planned.
- 4.3** The remaining four actions have not been completed as planned, all have been affected by the impact of Coronavirus. This will have a lasting impact on the ability of these actions to be delivered as originally intended, however these are still recognized as key actions and work will continue to deliver them:
- Successfully deliver the major improvements at Alexandria Library; 75% complete- one milestone outstanding due to Covid-19; work will continue in this area in 2020/21.
  - Continue transformation of the Clydebank Town Hall service to deliver increased usage and income; 66% complete - one milestone remains outstanding; this area of work is still uncertain due to Covid-19 restrictions however work will recommence in this area once the restrictions are lifted.
  - Provide writing training to council manager responsible for writing reports; 50% complete – one milestone remains incomplete due to COVID-19; the Communications team will continue to work with managers to ensure high quality of reports.
  - Deliver litter and recycling campaigns which deliver efficiencies through changing the behaviour of residents; 33% complete – two milestones remain outstanding due to Covid-19; the Communications team will continue to promote and support these campaigns through social media.
- 4.4** Appendix 1 also details the progress made on the linked performance indicators and shows that significant progress has been made over the year. Of the five performance indicators one exceeded the annual target, two failed to reach target, and for the remaining two data is not yet available.
- 4.5** Although target has not been met for all, satisfaction with cultural services remains high overall; Virtual visitor numbers had started to show significant improvements over the year however the impact of COVID-19 has affected performance in visitor numbers overall although particularly in relation to 'In person visits'. The Arts & Heritage team responded to this during the lockdown period and produced a number of digital projects to encourage engagement with the service.
- 4.6** Each service area also developed a suite of quality standards, which set out the level of service that users and stakeholders can expect to receive, and remind both the organisation and employees of the challenges and obligations they face in delivering best value services. Performance against these standards is set out at Appendix 2.

## Delivery Plan 2020/21

- 4.7** The CCCF Delivery Plan for 2020/21 is attached to this report as appendix 3 and includes a detailed action plan for delivery as well as a workforce plan. The Plan reflects the immediate and longer term impact that COVID-19 will have on service delivery.
- 4.8** The delivery plan 2020/21 for CCCF reflects those action and priority areas which will be delivered over the remainder of the year. Key areas include: Clydebank Town Hall redevelopment project; Glencairn House; Clydebank Museum; Dalmuir Gallery; and Delivery of the Cultural programme.
- 4.9** Progress against the action plan will be monitored monthly by the management team and scrutinised through quarterly performance updates to the Performance Monitoring & Review Group. Year-end performance will be reported to committee in Spring 2021.

## Workforce Planning

- 4.10** The Delivery Plan includes an annual workforce plan, which details the key workforce issues which will or may arise over the year and the actions planned to address these in order to fully support delivery of the plan.
- 4.11** These workforce issues are anticipated to have implications in terms of organisational change, resource planning, resource profiling, skills mix, training and development and restructuring. The workforce plan sits within the appendices of the 2020/21 Delivery Plan.

## **5 People Implications**

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

## **6 Financial & Procurement Implications**

- 6.1** There are no direct financial or procurement implications arising from this report.

## **7 Risk Analysis**

- 7.1** Failure to deliver on the actions assigned to CCCF 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 plans were developed through consultation with officers from the strategic service areas.

## **10 Strategic Assessment**

- 10.1** The Delivery Plans set out actions to support the successful delivery of the strategic priorities of the Council.

**Strategic Lead:** Malcolm Bennie  
**Service Area:** CCCF  
**Date:** 8 October 2020

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**Person to Contact:** Nicola Docherty  
nicola.docherty@west-dunbarton.gov.uk

**Appendices:** Appendix 1: CCCF Delivery Plan 2019/20 -  
Communications and Culture Year End Progress  
Appendix 2: Quality Standards - 2019/20 Performance  
Appendix 3: CCCF Delivery Plan 2020/21


**Background Papers:** None


**Wards Affected:** All

## Appendix 1 CCCF Delivery Plan year end progress report 2019-20


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




	A committed and skilled workforce


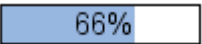
Action	Status	Progress	Due Date	Comments	Managed By
Undertake Self evaluation of Arts & Heritage services using available methodologies		<div><div>100%</div></div>	31-Mar-2020	This action has been successfully completed and an improvement action plan is now in place.	Sarah Christie

	Meaningful engagement with active, empowered and informed citizens who feel safe and engaged




	Strong and active communities




Performance Indicator	Status	2019/20				Notes	Managed By
		Value	Target	Long Trend	Short Trend		
Total number of visits to council funded and part funded museums		110.08	210.37			During 2019/20 Clydebank Heritage Centre closed to visitors w/c	Sarah Christie

Performance Indicator	Status	2019/20				Notes	Managed By
		Value	Target	Long Trend	Short Trend		
and heritage centres (in person) per 1,000 population						19/08/2019 to accommodate improvement works at Clydebank Library and remained closed for the remainder of the period. An extended exhibition changeover period from December to February 2020 also impacted in person visits to Clydebank Museum and Art Gallery. In March, the start of the Covid 19 restrictions required all venues to be closed.	
Number of visits to council funded or part funded museums (virtual ) per 1,000 population		844.88	1,093.96			A legal change in the cookies tracking process has resulted in a significant decrease of statistics from Google Analytics and as a result has led to a notable decline in gathering virtual visitor figures. An updated target will be applied for future years.	Sarah Christie

Action	Status	Progress	Due Date	Comments	Managed By
Continue transformation of the Clydebank Town Hall service to deliver increased usage and income			31-Mar-2020	This action has not been completed as one remaining milestone remains outstanding. The new staffing structure was not completed as a result of internal movement of staff and also competing demands on the	Amanda Graham










Action	Status	Progress	Due Date	Comments	Managed By
				service manager. Covid-19 is likely to have a significant impact on the Town Hall and it is not yet known when we will be in a position to recommence events.	
Deliver litter and recycling campaigns which deliver efficiencies through changing the behaviour of residents		<div><div>33%</div></div>	31-Mar-2020	This action has not been completed due to other competing priorities of the marketing team. This includes the marketing and promotion of Clydebank Town Hall and Business Awards. Covid -19 has also impacted this work and as a result of reviewed spending priorities these campaigns will continue to be supported by the Communications team through social media and other non budget avenues.	Amanda Graham
Update cultural programme to reflect capital investment agreed and sought in support of the continued development of a West Dunbartonshire museum service, identifying and pursuing external funding opportunities as appropriate		<div><div>100%</div></div>	31-Mar-2020	Good progress being made in development of overarching heritage vision and supporting investment across West Dunbartonshire.	Sarah Christie
Develop proposals for a new museum in the basement of Clydebank Library, and improved use of the Back Door Gallery		<div><div>100%</div></div>	31-Mar-2020	Proposals for a new museum in the basement of Clydebank Library and for the improved use of the Backdoor Gallery are underway. The proposal relating to the new Clydebank Museum was approved by Cultural Committee in November 2019.	Sarah Christie




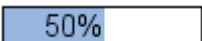
Action	Status	Progress	Due Date	Comments	Managed By
Successfully deliver the major improvements at Alexandria Library		<div><div>75%</div></div>	31-Mar-2020	Significant progress was made on this action with the establishment of an activity plan and submission of funding application. The action was not completed due to delays and subsequent suspension of building improvement works. The remaining milestone will be managed under the overall library improvement works.	Sarah Christie
Undertake Self evaluation of Arts & Heritage services using available methodologies		<div><div>100%</div></div>	31-Mar-2020	A half day action planning was completed in November and a draft action plan is circulated to the team to take to the manager for approval. The anticipated date for start of plan is January '20	Sarah Christie
Develop proposals for major improvements to the Clydebanks Town Hall		<div><div>100%</div></div>	31-Mar-2020	Proposals for external (roof and stonework) and internal works were developed and approved by Committee during 2019/20. Delivery of these projects will be progressed by the assets team in 2020/21.	Malcolm Bennie


	Open, accountable and accessible local government
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	Equity of access for all residents
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Performance Indicator	Status	2019/20				Notes	Managed By
		Value	Target	Long Trend	Short Trend		






Performance Indicator	Status	2019/20				Notes	Managed By
		Value	Target	Long Trend	Short Trend		
Cost per museum visit £	Not yet available	Not yet available	£3.49			This indicator is reported through LGBF with the 2018/19 figure due later in the year.	Sarah Christie
% of adults satisfied with museums and galleries	Not yet available	Not yet available	81%			This indicator is reported through LGBF with the 2018/19 figure due later in the year.	Sarah Christie
% of residents who report satisfaction with Council publications, reports and documents		84%	56%			Target has been met and performance continues to improve on both the short and long term trend.	Amanda Graham

Action	Status	Progress	Due Date	Comments	Managed By
Increase social media audience (to 40%) and engagement (to 1.5m) across each platform through continually evaluating our approaches to social media and responding to social media trends and evolution			31-Mar-2020	This action has been completed and work will continue to increase the social media audience over the following year.	Amanda Graham
Provide writing training to council manager responsible for writing reports			31-Mar-2020	This action has not been completed due to one milestone still outstanding, the training was scheduled for March however had to be cancelled due to Covid-19. As a result of a	Amanda Graham

Action	Status	Progress	Due Date	Comments	Managed By
				review of spending priorities formal training will not be delivered; the Communications team will continue to support managers to produce high quality written materials.	
Identify and pursue external funding opportunities in support of the cultural programme		<div><div>100%</div></div>	31-Mar-2020	This action has been successfully completed with the establishment of the Arts and Heritage action plan. This work to date has enabled future funding applications to progress over the following year.	Sarah Christie

## Appendix 2: CCCF Delivery plan 2019/20 year end progress report - Quality Standards

Action	2019/20			Latest Note	Managed By
	Status	Value	Target		
% of Town Hall booking enquiries responded to within 48 hours as a proportion of all booking enquiries received	✓	100%	100%	Target met, this represent a slight increase in performance from last year.	Amanda Graham
% of design requests acknowledged to within 3 working days.	✓	100%	100%	Target met representing continued performance in this area.	Amanda Graham
% of press enquiries responded to within deadline as a proportion of all press enquiries	✓	100%	99%	Target met representing continued performance in this area.	Amanda Graham

PI Status	
	Alert
	Warning
	OK
	Unknown
	Data Only



# 2020–21 DELIVERY PLAN

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## COMMUNICATIONS, CULTURE, COMMUNITIES & FACILITIES

Abbreviated version for  
Cultural Services  
Committee

## Index

1. Overview & Profile.....	3
2. Performance Review.....	4
3. Strategic Assessment.....	9
4. Risks.....	13
Appendix 1: Structure Chart.....	15
Appendix 2: Action Plan.....	16
Appendix 3: Quality Standards.....	18
Appendix 4: Resources.....	19



## 1. Overview & Profile

### Overview

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The Communications, Culture, Communities and Facilities (CCCF) Service has a great opportunity to make a difference every day, and improve the lives of the residents of West Dunbartonshire.

During 2020/21 we will deliver high-quality art and heritage services which enhance our communities and allow our residents to explore, interact, learn and imagine.

We will deliver first-class communications which inform, educate and empower our residents, and provide strategic communications support which enhances the reputation and raises the profile of the organisation.

We will also operate professionally-run Council Offices, and establish the Clydebank Town Hall as a premier events and conferencing venue (once the Covid-19 pandemic is over).

#### **Our CCCF Purpose:**

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

#### **Our CCCF Ethos:**

- Make it happen
- Make a difference

This Delivery Plan provides a review of our key achievements in 2019/20, sets out our strategic priorities for 2020/21, and highlights the key activities that will be progressed to meet those priorities.

### Profile

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With a net budget of £17.952M, of which £2.631M is allocated for Communications and Cultural services, CCCF is one of 8 strategic service areas for the Council. Brief details of each service are outlined below and a structure chart is set out at Appendix 1.

#### **Communications, Offices and Clydebank Town Hall**

The team provides information on Council services to ensure residents, employees, stakeholders and media are fully informed. The team designs, plans and manages

campaigns to change behaviour, improve the local area and enhance the lives of local residents, and delivers projects that save money or generate income for the Council. In addition the team protects the reputation of the organisation and leads the use of social media platforms to engage with communities and raise the profile of the Council.

The team also supports employee engagement activity through the Senior Manager Network, intranet and emails. The team supports employee recognition activity, manages Clydebank Town Hall, the Council's office buildings and leads on the delivery of corporate events and VIP visits.

### **Arts and Heritage**

The Arts and Heritage Team operates Clydebank Gallery within Clydebank Town Hall, the Dalmuir Gallery, as well as the Clydebank and Dumbarton Heritage Centres. In the near future this portfolio will also include the Clydebank Museum in Clydebank Library, and a Heritage Centre in Alexandria Library. The team delivers an exciting and varied exhibition programme across its venues. The service also assists local residents and visitors to access the Council's local history collections in order to trace their family history, or in support of other research. Behind the scenes, the team also manages and cares for the Council's heritage collections and archive. The team also lead on a number of significant funding bids for projects including Glencairn House and the Clydebank Museum. And finally the team also operationally manage the Titan Crane on behalf of the Clydebank Property Company.

## **2. Performance Review**

The CCCF management team completed a detailed performance review of 2019/20, looking at:

- current and previous performance;
- how our performance compares with other local authorities (known as benchmarking);
- feedback from service users gathered through our monthly telephone surveys, internal surveys, and complaints; and
- self-evaluations

During 2019/20 CCCF delivered a range of key achievements on behalf of the Council. In a challenging environment this service area has led exemplar statutory and strategic services within West Dunbartonshire; the following section contains some of the more notable achievements as well as a number of performance challenges to be addressed in 2020/21.

### **Key Achievements 2019/20**

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- Secured national media coverage for a range of Council activities;
- Successfully introduced an in-house bar and venue dressing service at Clydebank Town Hall to generate additional income for the Council;

- Increased social media audience to 38% of population of West Dunbartonshire;
- Secured £45k of additional income for the Council by proactively selling commercial waste services;
- Successfully delivered and secured sponsorship to support both Provost Civic and Employee Recognition Awards;
- Successfully hosted the nationally recognised Arctic Witness exhibition in Clydebank Town Hall;
- Secured approval for a new £600k museum in Clydebank Library, progressed and refined the plans for the £330k Alexandria Heritage Centre, and secured approval to scope out an expanded Dalmuir Gallery; and
- Secured first stage approval for the aspirational project to develop Glencairn House

## Challenges

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### **Resilience/ capacity**

In Communications, Offices & Town Hall there were once again a number of staffing issues linked to the operation of the Town Hall and Church Street buildings. These led to some challenges in delivering the core functions, and some disruptions to service delivery. It also led to pressure on other areas of the team as individual employees temporarily filled gaps in key operational roles. The services, in particular communications, is experiences ongoing challenges due to the continuing impact of Covid-19.

### **Cultural & Heritage**

The Arts & Heritage team assumed responsibility for management of the Titan Crane during 2019/20, as a key heritage asset for West Dunbartonshire. Titan Crane is currently closed to the public as a visitor attraction as it is situated on the Queens Quay site which is undergoing significant development. This has posed challenges for management of the Crane due to access challenges.

Additionally, investment and development is planned for Clydebank Town Hall. While this investment is welcome and will provide an attractive and dynamic gallery space, it has been challenging to plan for, and deliver, an arts exhibition programme during the planning period for this redevelopment.

Work to develop both the Titan Crane reopening plan and cultural programme for Arts & Heritage has also been impacted by the closure of non-essential services in response to the COVID-19 pandemic. This is likely to impact over the remainder of the 2020-21 delivery plan also.

### **Capital investment**

Across CCCF there were several challenges with regards to capital investment in key operational buildings. The Clydebank Library project faced delays caused by unexpected water leaks, the Alexandria Library Heritage Centre project had to be rescheduled into 2020/21, and work to upgrade the roof and stonework at Clydebank

Town Hall took longer than anticipated to commence with the expectation for contractors to be on site in early spring impacted by Covid-19.

## Benchmarking

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

Using the same indicators across all councils allows us to compare our performance so that we can identify best practice, learn from each other, and improve what we do.

CCCF cultural services assumes organisational responsibility for two of the LGBF performance indicators. The most recent comparative data for all councils was published in January 2020 and relates to the period 2018/19:

The latest results for 2018/19 show:

- West Dunbartonshire Museums ranked eighth highest in Scotland for satisfaction with a satisfaction rate of 76.2% significantly above the Scottish average of 69%. This also represents continued growth in satisfaction since 2012; and
- West Dunbartonshire has ranked seventh highest in Scotland for spending costs for Museum visits and reduced overall cost per visit by £1.43.

The LGBF indicators for CCCF are set out below.

	2018/ 19	Rank 2018/ 19	2017/ 18	Rank 2017/ 18	Scotland 2018/19	Change in rank
Cost per Museum visit	£1.90	7	£3.33	12	£3.48	↑
Adults satisfied with Museums and galleries	76.23 %	8	74.67 %	9	69.30%	↑

## Service User Feedback

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### Service satisfaction results

A satisfaction survey was carried out in 2019/20 with internal partners in relation to Corporate Communications support services to help measure and improve the support and delivery of the service. The results were positive and showed:

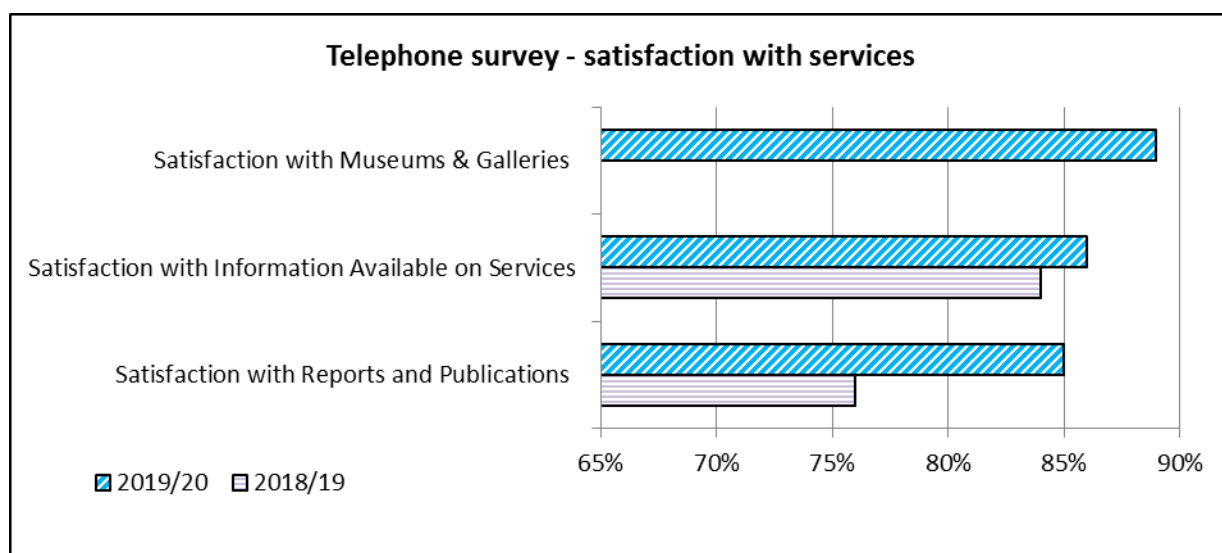
	Corporate Communications
Satisfaction with the service overall	89%
Satisfaction with subject knowledge of team members	89%

Satisfaction with the teams understanding of support requirements	95%
Satisfaction with the time taken to respond to requests	89%
Found the team to be helpful	86%
Recommend the service to others	84%

### Residents' Telephone Survey

A telephone survey of 1200 residents is carried out every year to gauge satisfaction levels with a range of Council services. Within Communication, Culture and Communities, we evaluate: libraries; customer service; information available on services and the Council website. Overall the results were positive and showed:

- Improvement from the previous year, particularly in relation to satisfaction with publications and reports; (Museums is a new indicator for 2019).
- All indicators returned satisfaction levels above 80% or above.



We will continue to review satisfaction on a regular basis to identify and address any issues that emerge.

### Clydebank Town Hall

The Town Hall team collates feedback received from events. Over the six month period from July 1 to December 31, 2019, 24 weddings took place at the venue. Of these, 20 couples provided feedback regarding their experience at the Town Hall, and this was all positive.

## **Cultural services**

Visitor Feedback Questionnaires are available for all exhibitions at Clydebank Museum and Art Gallery. During 2019/20 feedback was gathered for the *Antarctic Witness* and *A Snapshot of Scottish Art* exhibitions. Over 100% of the feedback received considered the exhibition and/or heritage offer at Clydebank Museum and Art Gallery to be 'excellent'. Additional feedback identified, in particular, the knowledge and helpfulness of staff as being a key factor in enhancing their visitor experience.

During 2019/20 views were sought from West Dunbartonshire's citizens on the potential to further develop the Arts and Heritage offer in the area, including through improvements to the gallery space within Dalmuir Library and the potential to redevelop Glencairn House in Dumbarton as a combined museum and library facility. Responses from citizens were overwhelmingly positive in response to both proposals, with appreciation expressed for current activity alongside a desire to see West Dunbartonshire's rich heritage further celebrated. Feedback received through this process, and by other means, will continue to be used by officers to inform project development and future exhibition planning.

A review has been undertaken of the Arts and Heritage webpages and a more streamlined approach to sharing visitor information and collections information will be introduced in 2020/21. This will ensure that virtual visitors are counted in line with sector guidance and best practice, and will improve the overall accessibility of information available via the Arts and Heritage webpages. A new process for submitting collections-based enquiries will be introduced via an on-line, electronic form. This will enable Arts and Heritage officers to better manage response times, and ensure accurate recording of enquiries.

## **Continuous Improvement**

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### **Self-evaluation**

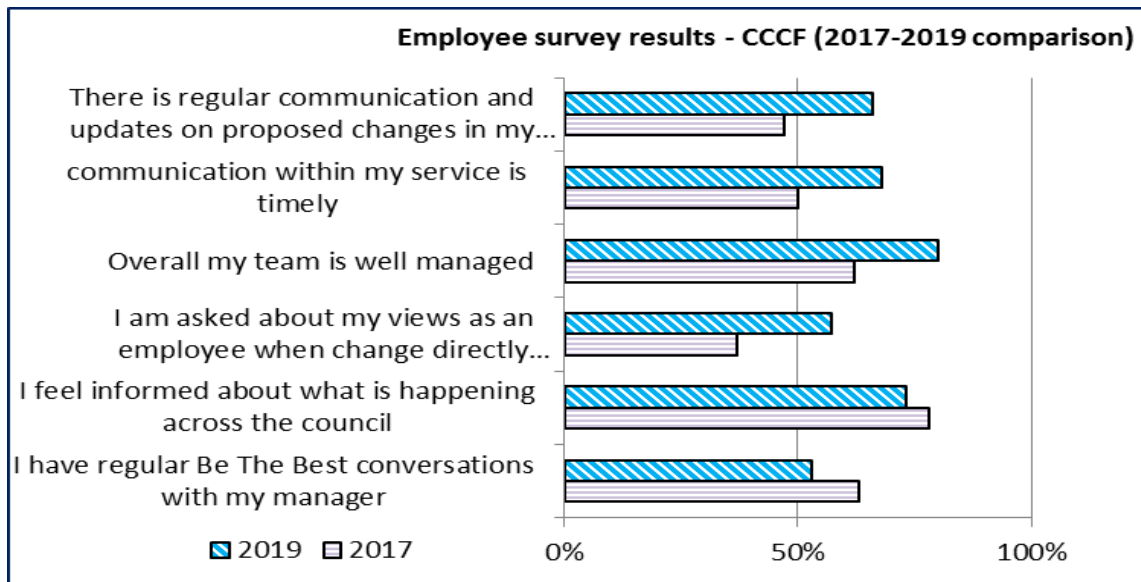
In 2016 the Council agreed a three-year self-evaluation programme using the West Dunbartonshire Self-Evaluation Framework. This framework utilises a checklist approach, implemented through an online survey. Over the three-year programme, all Council services that are not subject to an external evaluation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

Within the Communications, Culture, Communities & Facilities service area all services have undertaken a self evaluation and have implemented improvement action plans.

### **Employee Survey**

47% of Communications, Culture, Communities and Facilities employees completed the 2019 Employee Survey; with overall results published in November 2019. Comprising nineteen statements covering 'My Role', 'My Service', and Communication & Consultation, the results highlighted the following positive feedback across CCCF as a whole:

- Overall fifteen indicators recorded improvements from the previous survey with eight recording an improvement of more than 10 percentage points (pp).
- Statements receiving a score of 70% or more increased from 4 in 2017 to 10 in 2019;
- Twelve of the statements received a score higher than the council average; and
- The chart below highlights the most significant changes that have taken place over the last 2 years as a result of targeted action.



The management team have reviewed the results for the CCCF strategic area as a whole, their individual service areas, and the feedback from the focus groups that took place in November 2019, and developed actions to address the key issues that have been raised.

### Quality Standards

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

Quality standards for CCCF are set out in Appendix 3. These will be monitored and managed by the CCCF management team on a regular basis and reported annually to Corporate Services Committee.

### 3. Strategic Assessment

The Communications, Culture, Communities & Facilities management team completed a strategic assessment and performance review to determine the major influences on



service delivery and strategic priorities going forward into 2020/21. As a result of this assessment the following factors were recognised as having a significant influence on the work of the service in 2020/21:

## **Key Factors**

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### **Financial Challenges**

The entire public sector is facing significant financial challenges. When the 2020/21 budget was set in March 2020, the Council was predicting cumulative funding gaps in 2021/22 and 2022/23 of £6.051m and £13.067m respectively. Since last reported, the Council's likely financial projections have changed, with the projected level of available reserves held by the Council and the unknown longer term cost outcomes associated with COVID-19 both increasing the likely gaps. The long term finance strategy is due to be reported to Council in November 2020, together with a draft 3-year detailed budget position. This means that further action continues to be required to balance our budget and protect services for residents.

Given the scale of the CCCF budget there will always be a significant requirement to find efficiencies to assist the Council to bridge its overall budget gap. In 2020/21 this activity will include exploring partnership working with other local authorities and undertaking a restructure of the Town Hall service. It was hoped that the savings identified as part of the latest budget review process would fund most of the savings required from CCCF for the coming three years. Unfortunately the Covid-19 pandemic has had a significant impact on Council finances and further CCCF savings are now likely .

### **Clydebank Town Hall redevelopment project and future approach**

In November 2019 the Cultural Committee approved a spend of £1.4m on improving the Clydebank Town Hall. This project was expected to be tendered during 2020/21 with an anticipation work could begin during the financial year. Due to the impact of Covid-19 these timescales are unlikely to be met. Currently the Town Hall remains closed with current Covid -19 restrictions preventing any indoor mass gatherings likely to be in place for some time to come. The closure of the Town Hall since March 2020 has had a significant impact on income with all scheduled events up to the end of December 2020 cancelled. In turn the closure has also hindered the ability to secure future bookings. Significant management capacity will go in to delivery of the building project and also into effectively marketing the venue to attract new wedding and event bookings once restrictions are lifted.

### **Glencairn House**

In September 2019 the IRED Committee gave approval for the major transformation of Glencairn House into a new library and museum for Dumbarton. Key to this project proceeding is a successful bid for external funding of around £2m. Significant effort will be made by officers to ensure the bids submitted have the best possible chance of success. Progress on securing external funding has been impacted by the current



Covid-19 pandemic as many national funders have suspended applications, however funding applications will be progressed in 2020/21 where it is possible to do so. In addition to the funding element significant work will go into community engagement around the project, as well as development of architectural plans and an application to Planning.

### **Clydebank Museum**

In November 2019 the Cultural Committee gave approval for the £625k investment to create a Clydebank Museum in the basement of the town's library. Officers will be leading the procurement and delivery of this project to create an exciting new offer for local people and visitors from beyond the area. Significant progress will be made on the project during the 2020/21 financial year however understandable delays to progress as a result of the Covid-19 pandemic may see the project continue in to early 2021/22.

### **Dalmuir Gallery**

In November 2019 the Cultural Committee gave permission for scoping to be undertaken on transformation of the existing gallery space in Dalmuir Library with the aim of raising its profile and establishing a destination venue in the heart of Dalmuir. During 2020/21 scoping work will be progressed in line with this proposal with a view to proposing a redesign of the interior and exterior identity of the gallery for committee approval before the end of 2020/21.

This work is intended to create a visitor destination with a gallery space which attracts high quality exhibitions with wide appeal, bringing visitors from beyond the local area. The gallery space will be flexible allowing a programme of events and activities to be created to engage local residents and visitors alike. It is intended that this work will complement the developments taking place at Clydebank Town Hall and Clydebank Museum.

### **Cultural Programme**

The Cultural Programme is delivered by the Arts and Heritage service through museum, gallery and heritage spaces in both Clydebank and Dumbarton. Over the coming year the focus of the team will be on the development and delivery of an ambitious Cultural Programme, planning for best use of the new gallery and exhibition space in Clydebank Town Hall.

Plans for future exhibitions will continue to be shaped by the opportunities that this new flagship exhibition space will present, augmented by the programme in the Dalmuir Gallery, the permanent museum space in Alexandria Library and the creation of a dedicated Clydebank Museum in the lower level of Clydebank Library.

### **Community Empowerment Strategy**

The West Dunbartonshire Community Empowerment Strategy was approved by Council in November 2019. The strategy details the ambitions of the Council and its partners to deliver the Community Empowerment (Scotland) Act 2015. Informed by an

engagement process with local community organisations and citizens, the strategy provides a set of objectives to be delivered in partnership with communities, underpinned by clear principles for empowerment.

To support implementation of the strategy a partnership and community owned delivery plan is being developed, setting out specific actions and ownership for taking forward. The CCCF service area will fully support development and implementation of these specific actions and will include empowerment related activity in future delivery plans to support community empowerment.

### **Budget Sensitivity Analysis**

In reviewing the service budget projections, consideration has been given to sensitivity of these budgets, in particular for higher risk/ higher value budgets which may have a significant impact on budgetary control and future budget projections. The analysis has considered sensitivity around demand, costs and charges, and income levels.

Within this service, budgets which have been identified as being more susceptible to fluctuations include:

- Town Hall income - 2020/21 budget £0.295m

Town Hall income – much of the Town Hall's income (eg from weddings) is generated from within a highly competitive market with particular sensitivity to price. Consequently, income levels are could be highly variable. Current Covid-19 restrictions around both the ability to stage such events and the numbers permitted to attend if the event is allowed make the income targets particularly vulnerable.

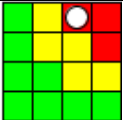
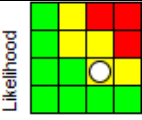
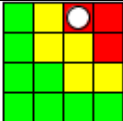
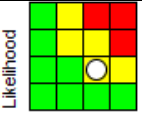
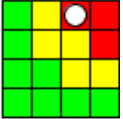
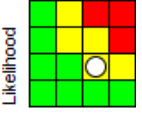
### **Action Plan & Risks**

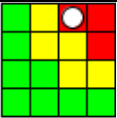
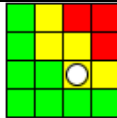
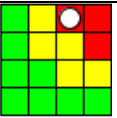
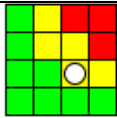
The challenges and issues identified in the performance review and strategic assessment sections as well as considerations from the budget sensitivity analysis have informed CCCF priorities and outcomes for 2020/21. The management team has developed an action plan to address them (Appendix 2), supported by a range of performance indicators to enable progress to be monitored and reported to stakeholders. Progress will be monitored and managed on a regular basis and reported at year end to Committee.

## 4. Risks

The Council has identified risks at both a strategic and service level. Strategic risks represent the potential for the Council to take advantage of opportunities or fail to meet stated strategic objectives and those that require strategic leadership. Service risks relate to service delivery and represent the potential for impact on individual services, or the experience of those who work within the services. The table sets out the Council-wide risks associated with the COVID-19 pandemic. Over the coming months, we will consider the impact and likelihood of these risks for CCCF services and mitigate them where possible.

### Covid -19 Risks

Title	Description	Current Risk	Target Risk	Managed by
COVID-19 Significant Service and Workforce Disruption	<p>The Council is faced with significant ongoing demands with disruption to service delivery, increasing PPE and workforce pressures as a result of Covid 19 and subsequent local and national outbreaks.</p> <p>This involves both responding to the crisis and from services returning to a new normality based on Response, Recovery and Renew guidance produced by Scottish and National Government.</p> <p>NB. Financial risk is also reflected in SR001</p>			Victoria Rogers
Sub risks – All Covid-19 sub risks are managed via operational risk register				
Workforce	The Council is faced with significant workforce demands in relation to absence, reduction, recruitment and wellbeing.			All managers
Service delivery	The Council is faced with significant delivery demands in relation to moving services online, disruption, reduction and quality.			All managers

Protection	The Council is faced with significant demands for protection in relation to additional and constant changing legislation and guidelines, PPE requirements, supply chain, cost of PPE and ensuring workforce safety.	 <p>Likelihood</p> <p>Impact</p>	 <p>Likelihood</p> <p>Impact</p>	All managers
Public uncertainty	The Council is faced with significant demands around public uncertainty and leads to additional burdens upon services, seeking information, advice and support.	 <p>Likelihood</p> <p>Impact</p>	 <p>Likelihood</p> <p>Impact</p>	All managers

## Appendix 1 – Structure Chart



## Appendix 2 - Action Plan

<p><b>P</b> Meaningful Engagement with active, empowered and informed citizens who feel safe and engaged</p>					
<p><b>Ob</b> Strong and active Communities</p>					
<b>Action</b>				<b>Due Date</b>	<b>Managed By</b>
Pursue a funding package which supports proposals for the development of Glencairn House				31-Mar-2021	Amanda Coulthard
Develop and launch an innovative heritage asset strategy, reflecting the investment in the cultural offering for the area				31-Mar-2021	Amanda Coulthard
Progress investment projects in Alexandria library, Clydebank museum and Dalmuir gallery				31-Mar-2021	Amanda Coulthard
Development of a comprehensive community based engagement plan for future Glencairn House activity				31-Mar-2021	Amanda Coulthard
<b>Performance Indicator</b>	<b>2018/19 Value</b>	<b>2019/20 Value</b>	<b>2019/20 Target</b>	<b>2020/21 Target</b>	<b>Managed By</b>
Total number of visits to council funded and part funded museums and heritage centres (in person) per 1,000 population	209.54	110.08	210.37	0 (temporary closure)	Amanda Coulthard
Number of visits to council funded or part funded museums (virtual ) per 1,000 population	New Indicator	844.88	1,093.96	844.88	Amanda Coulthard

P Open, accountable and accessible local government					
Ob Equity of access for all residents					
Performance Indicator	2018/19 Value	2019/20 Value	2019/20 Target	2020/21 Target	Managed By
Cost per museum visit £	£1.90	Not yet available	£3.49	£3.49	Amanda Coulthard
% of adults satisfied with museums and galleries	76.23%	Not yet available	81%	81%	Amanda Coulthard
% of residents who report satisfaction with Council publications, reports and documents	68%	84%	56%	73%	Amanda Graham

### Appendix 3: Quality Standards

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

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

These quality standards will be monitored and managed by the management team of each service at regular meetings, and reported annually to the relevant service committee along with the delivery plan.

Service Area	Quality Standard	How will the Quality Standard be measured?
Corporate Communications, council Offices and Town Hall	We will respond to 99% of press enquiries within deadline	% of press enquiries responded to within deadline as a proportion of all press enquiries
	We will acknowledge requests for design work within 3 working days.	% of design requests acknowledged to within 3 working days.
	We will respond to 100% of Town Hall booking enquiries within 48 hours	% of booking enquiries responded to within 48 hours as a proportion of all booking enquiries received
Arts & Heritage	We will respond to 100% of local history enquiries within 3 working days	% of local history enquires responded to within 3 working days as a proportion of all enquiries received



#### Appendix 4: Resources

The 2020/21 net revenue budget for the CCCF strategic area is £17.952m, of which £2.631m is allocated to Communications and Cultural services. The resources to deliver on this in 2020/21 action plan for CCCF are:-

Strategic Service	Gross Expenditure £m 2020/21	Gross Income £m 2020/21	Net expenditure/ income £m 2020/21
Communications, Offices and Town Hall	2.585m	0.339m	2.246m
Arts & Heritage	0.440m	0.055m	0.385m
<b>Total</b>	<b>3.025m</b>	<b>0.394m</b>	<b>2.631m</b>

#### Workforce Planning

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

#### Absence in 2019/20

The quarterly absence statistics for CCCF are shown below together with the Council average for the same periods for comparison. The service has reported lower levels of sickness absence than the Council wide average in 2 quarters and has a significantly lower level of absence than the council wide average when considered annually.

	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Annual FTE days lost per FTE employee
CCCF	3.85	0.91	3.17	3.70	5.21
<b>Council wide total</b>	<b>2.83</b>	<b>2.54</b>	<b>3.50</b>	<b>3.35</b>	<b>10.25</b>

## Employees

The headcount and full time equivalent staff in each service area is as follows:

Section	Headcount (as of 1 April 2020)	FTE
Communications, Offices and Town Hall	21	20.29
Citizens and Digital Services	50	22.79
Libraries & Culture	66	50.24
Performance & Strategy,	6	5.82
Facilities Management	511	309.95
Communications, Culture & Communities Total	654	431.09

## SL Workforce Plan 2017-2022 – Annual Action Plan 2020/21

1. Addressing the gap between current workforce supply and predicted future demand				
<b>Strategy</b> Planned service review to address gap taking cognisance of opportunities to realise savings through voluntary turnover <b>Expected Outcome</b> Gap is addressed, whilst: . Protecting critical roles (and avoiding associated turnover) . Ensuring service priorities are met (recognising impact on workforce capacity in relation to acknowledged areas of increased service demand) . Avoiding or minimising risk of voluntary or compulsory redundancy				
Action	Resources needed	Measure of outcome	Due Date	Assigned To
Embed culture of continuous	OD Team Senior	Manager Lean Six	31-Mar-	Malcolm Bennie

improvement and continue development of quality improvement skills through utilisation of lean/six sigma skills. Relevant projects to be identified and developed.	Managers	Sigma training records updated; Improved skills	2021	
Complete service reviews to ensure that preferred service delivery models are identified.	Strategic HR Support & Finance Business Partner Support	Review of roles in customers services complete; Review of roles in Clydebank Town Hall complete; Suite of service performance indicators	31-Mar-2021	Stephen Daly; Amanda Graham



**WEST DUNBARTONSHIRE COUNCIL****Report by Strategic Lead – Communications, Culture, Communities & Facilities****Cultural Committee: 23 November 2020**

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**Subject:      Redesign of Clydebank Town Hall Exhibition Galleries****1.      Purpose**

- 1.1**      The purpose of this report is to provide an update on the spatial redesign of the Clydebank Town Hall exhibition galleries, which forms a key part of the Town Hall renovation project.

**2.      Recommendations**

- 2.1**      It is recommended that Committee:
- note the contents of this report
  - agree to a further detailed report being presented to a future Committee on the developed design for the new gallery space

**3.      Background**

- 3.1**      In November 2019 Cultural Committee considered the business case for improvement works to Clydebank Town Hall, and agreed significant renovations with the aim of maximising visitors and increasing income generation opportunities.
- 3.2**      The report to Committee detailed a series of challenges associated with the existing exhibition galleries in the Town Hall, and the associated museum displays. This included:
- constraints placed on the display and interpretation of works due to the physical layout of the inter-linked exhibition galleries
  - a lack of coherence in presentation across changing exhibitions and museum object displays
  - challenges in managing the gallery environment to sector standards
  - lack of visibility of the exhibition galleries within the wider Town Hall complex
- 3.3**      It was further noted that the current layout of the exhibition galleries in the Town Hall does not offer equality of experience to all visitors due to a lack of level access, and accessibility issues associated with wayfinding throughout the complex.
- 3.4**      In response to the challenges identified, the report described an aspiration

to redesign the exhibition galleries as a contemporary, open-plan gallery space. This proposal included

- increasing the footprint of the gallery space by encompassing the existing coffee shop servery and seating area;
- introducing a modular wall hanging system to maximise opportunities for imaginative display; and
- ultimately creating a flagship gallery to lead West Dunbartonshire's cultural offer.

- 3.5** In order to ensure that any gallery redesign met sector standards – in relation to both display and care of artworks – it was proposed that specialist input be sought to inform the technical requirements of the gallery space.
- 3.6** Following discussions with the Corporate Procurement Unit, Brown + Wallace were appointed in early 2020 to lead a feasibility study on the new gallery space and deliver an imaginative concept for the redesign of the exhibition galleries. They were also tasked with providing an associated technical specification.
- 3.7** Brown + Wallace are a Glasgow based multi-discipline construction consultancy, offering expertise in Quantity Surveying, Building Surveying, Project Design and Principal Designer services. Brown + Wallace hold a diverse portfolio, including involvement in:
- Mount Stuart conservation project
  - conversion of Campbeltown Town Hall
  - refurbishment of St Andrews Cathedral.
- 3.8** McGinlay Bell Architectural Studio was further engaged by Brown + Wallace to inform the architectural elements of the redesign proposal. McGinlay Bell has recently completed work on the conversion of Glasgow Film Theatre, leading the interior alterations of the building and refurbishment throughout.
- 3.9** Given the significance of the gallery redesign element of the Town Hall renovation works it was agreed that a further report would come to Committee with more detailed proposals for final agreement.

#### **4. Main Issues**

- 4.1** Brown + Wallace were due to commence site surveys at Clydebank Town Hall in March 2020. However, due to the Covid 19 crisis these surveys could not go ahead as planned and works were paused. In line with Scottish Government guidance, Brown + Wallace recommenced work on the project in August 2020.

- 4.2** In late October 2020 a first draft Feasibility Report was submitted by Brown + Wallace, making a series of proposals and recommendations regarding the spatial redesign of the exhibition galleries. This report considers all relevant technical issues, including
- lighting design
  - environmental monitoring and control (humidity and temperature)
  - structural elements
  - accessibility
  - wayfinding
- 4.3** The Arts and Heritage team are now in the process of reviewing the draft report with Brown + Wallace, as well as colleagues from other Council services including Asset Management and Planning and Building Standards. Detailed consideration is being given to the report findings and recommendations. Upon completion of this review, a developed proposal for the gallery redesign will be brought to a future Cultural Committee.
- 5. People Implications**
- 5.1** There are no direct people implications arising from this report.
- 6. Financial and Procurement Implications**
- 6.1** The anticipated cost of the overall Town Hall renovation proposal approved by Committee in November 2019 was £1.408m. It was agreed that this budget would come from the £4m Cultural Capital Fund, which is already part of the Council's Capital Plan.
- 6.2** There are no procurement implications arising from this report as no decision is being requested of Committee at this time.
- 6.3** Any future financial implication arising from the gallery redesign will be dependent on the nature of the final proposal brought back to Committee.
- 7. Risk Analysis**
- 7.1** There is a risk that review of the feasibility report and associated technical specification required for the spatial redesign of the Town Hall exhibition galleries will not lead to a viable proposal and therefore to the desired transformed gallery space within the Town Hall. This will be mitigated by ongoing consultation with relevant officers across Council departments.
- 7.2** There is a risk that the nature of the Town Hall as a listed building will

constrain opportunities for structural changes to the existing exhibition galleries. This will be mitigated by early discussion with officers from Planning and Building Standards.

## **8. Equalities Impact Assessment (EIA)**

- 8.1** An Equality Impact Assessment will be carried out on the final proposal for the gallery redesign.

## **9. Environmental Sustainability**

- 9.1** The Brown + Wallace draft report considers environmental sustainability as part of the overall project strategy, describing a 'fabric first' approach, whereby any elements of the building fabric being altered are upgraded as far as possible within the limits of budget and construction constraints.

- 9.2** New services infrastructure recommended in the draft report consider the use of renewables first, where appropriate. Detailed solutions in the context of environmental sustainability are considered within the mechanical, electrical and plumbing proposals made.

## **10. Consultation**

- 10.1** The proposal to undertake a spatial redesign of the exhibition galleries at Clydebank Town Hall has been assessed and developed in discussion with officers from Arts & Heritage, Asset Management, Corporate Procurement, Communications, and Planning & Building Standards.

## **11. Strategic Assessment**

- 11.1** The proposals within this report support the following strategic priorities:
- Efficient and effective frontline services that improve the everyday lives of residents.

**Malcolm Bennie**

**Strategic Lead – Communication, Culture, Communities & Facilities**

**Date: 28 October 2020**

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**Person to Contact:**

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<b>Appendices:</b>	None
<b>Background Papers:</b>	<a href="#"><u>Business Case for Clydebank Town Hall Improvement Works</u></a> : Report by Strategic Lead, Communications, Culture and Communities to Cultural Committee on 25 November 2019.
<b>Wards Affected:</b>	All Wards.



**WEST DUNBARTONSHIRE COUNCIL****Report by Strategic Lead – Communications, Culture, Communities & Facilities****Cultural Committee: 23 November 2020**

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**Subject:      Redesign of Dalmuir Gallery, Dalmuir Library****1.      Purpose**

- 1.1**      The purpose of this report is to provide an update on proposals to redesign the existing gallery space in Dalmuir Library

**2.      Recommendations**

- 2.1**      It is recommended that Committee:
- note the contents of this report
  - agree that a report will return to a future Committee providing developed proposals for the gallery space and improved visitor experience

**3.      Background**

- 3.1**      In November 2019 Cultural Committee considered a report on Creating a Destination Gallery Space in Dalmuir. This report described a scoping exercise undertaken to inform the future operation of the Backdoor Gallery within Dalmuir Library, and identified a number of areas for improvement. In addition, a recommendation was made to undertake a rebranding exercise to relaunch the gallery as the Dalmuir Gallery.
- 3.2**      The report highlighted possible actions which would improve the overarching visitor experience, including
- visibility of the main entrance to the library/gallery from the car park/public realm
  - visitor journey from the main entrance of the library building to the gallery space
  - the footprint of the existing gallery space
  - the potential for modular display elements to enliven and elevate exhibitions within the gallery space
  - the potential for a flexible events space
- 3.3**      In order to develop this project, budget was allocated to progress redesigns that would address the points noted above, and provide visualisations of how a transformed exhibition gallery might look and feel.

- 3.4** To ensure that design proposals developed met appropriate sector standards in terms of the display and care of artworks – while considering how both the gallery and library services could best function within the existing footprint of the building – it was proposed that specialist input be sought to inform the redesign and associated technical requirements.
- 3.5** Following discussions with the Corporate Procurement Unit (CPU), Brown + Wallace were appointed in early 2020 to lead a feasibility study on the new gallery space. The consultants engaged a multi-disciplinary team to deliver an imaginative concept for the redesign of the exhibition galleries and an associated technical specification.
- 3.6** Brown + Wallace are a Glasgow based multi-discipline construction consultancy, offering expertise in Quantity Surveying, Building Surveying, Project Design and Principal Designer services. Brown + Wallace hold a diverse portfolio, including involvement in the Mount Stuart conservation project; the conversion of Campbeltown Town Hall; and the refurbishment of St Andrews Cathedral.
- 3.7** McGinlay Bell Architectural Studio was further engaged by Brown + Wallace to inform the architectural elements of the redesign proposals. McGinlay Bell has recently completed work on the conversion of Glasgow Film Theatre, leading the interior alterations of the building and refurbishment throughout.

#### **4. Main Issues**

- 4.1** Brown + Wallace were due to commence site surveys Dalmuir Library in March 2020. However, due to the Covid 19 crisis these surveys could not go ahead as planned and works were paused. In line with Scottish Government guidance, Brown + Wallace recommenced work on the project in August 2020.
- 4.2** In October 2020 a first draft Feasibility Report was submitted by Brown + Wallace, making a series of proposals and recommendations regarding the spatial redesign of the Dalmuir Library building. This report considers all relevant technical issues, including
- lighting design
  - environmental monitoring and control (humidity and temperature)
  - structural elements
  - accessibility
  - the building's multi-use nature
- 4.3** The Arts and Heritage team are now in the process of reviewing the draft report with Brown + Wallace, as well as colleagues from other

Council services including Assets Management, Planning and Building Standards, and Library Services. Detailed consideration is being given to the report findings and recommendations. On completion of this review, a developed proposal will be brought to a future Cultural Committee.

## **5. People Implications**

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

## **6. Financial and Procurement Implications**

- 6.1** There are no financial or procurement implications arising from this report as no decision is being requested of Committee at this time. Any future financial implication from the gallery redesign will be dependent on the nature of the final proposal brought back to Committee. No funding has been set aside for this project from within the Cultural Capital Fund of £4m, although unallocated funds remain that could be used if Committee agreed a future proposal report.

## **7. Risk Analysis**

- 7.1** There is a risk that review of the feasibility report and associated technical specification required for the spatial redesign of the gallery space within Dalmuir Library will not lead to a viable proposal and therefore to investment in the Dalmuir Gallery. This will be mitigated by ongoing consultation with relevant officers across Council departments.

## **8. Equalities Impact Assessment (EIA)**

- 8.1** An Equality Impact Assessment will be carried out on the final proposal for the gallery redesign.

## **9. Environmental Sustainability**

- 9.1** The Brown + Wallace draft report considers environmental sustainability as part of the overall project strategy, describing a 'fabric first' approach, whereby any elements of the building fabric being altered are upgraded as far as possible within the limits of budget and construction constraints.

- 9.2** New services infrastructure recommended in the draft report consider the use of renewables first, where appropriate. Detailed solutions in the context of environmental sustainability are considered within the MEP (mechanical, electrical and plumbing) proposals made.

## **10. Consultation**

- 10.1** The redesign proposals for the Dalmuir Library building have been assessed and developed in discussion with officers from Arts & Heritage, Library

Services, Asset Management, Corporate Procurement, Communications, and Planning & Building Standards.

## **11. Strategic Assessment**

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

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

**Malcolm Bennie**

**Strategic Lead – Communication, Culture, Communities & Facilities**

**Date: 28 October 2020**

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<b>Person to Contact:</b>	Malcolm Bennie Strategic Lead for Communication, Culture, Communities & Facilities Malcolm.bennie@west-dunbarton.gov.uk
<b>Appendices:</b>	N/A.
<b>Background Papers:</b>	<a href="#"><u>Creating a Destination Gallery Space in Dalmuir:</u></a> Report by Strategic Lead, Communications, Culture and Communities to Cultural Committee on 25 November 2019.
<b>Wards Affected:</b>	All Wards.