

# Supplementary Agenda



## Cultural Committee

**Date:** Monday, 29 April 2019

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**Time:** 10:00

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

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**Contact:** Craig Stewart, Committee Officer  
Tel: 01389 737251 [craig.stewart@west-dunbarton.gov.uk](mailto:craig.stewart@west-dunbarton.gov.uk)

Dear Member

### Items to Follow

I refer to the agenda for the above special meeting of the **Cultural Committee** which was issued on 12 April 2019 and now enclose a copy of the undernoted items which were not available for issue at that time.

Yours faithfully

**JOYCE WHITE**

Chief Executive

Note referred to:-/

Note referred to:-

**7 TOWN TWINNING UPDATE**

**21 – 23**

Submit report by the Strategic Lead – Regulatory providing an update on progress being made in relation to developing international links with existing and potential partners.

**8 BUSINESS CASE FOR CLYDEBANK TOWN HALL  
IMPROVEMENT WORKS**

**25 - 46**

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

**9 COMMUNICATIONS, CULTURE & COMMUNITIES  
DELIVERY PLAN 2019/20**

**47 - 87**

Submit report by the Strategic Lead – Communications, Culture & Communities presenting the 2019/20 Delivery Plan for Communications, Culture & Communities and the year-end progress report for the 2018/19 Delivery Plan as agreed at Committee on 28 May 2018.

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: 18 April 2019

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**WEST DUNBARTONSHIRE COUNCIL**

**Report by Strategic Lead - Regulatory**

**Meeting of the Cultural Committee: 29 April 2019**

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**Subject: Town Twinning Update**

**1. Purpose**

- 1.1** To provide the Committee with an update on progress being made in relation to developing international links with existing and potential partners.

**2. Recommendations**

- 2.1** The Committee is asked to:

- (a) note the progress being made in relation to develop international links with existing and potential partners as outlined in the report;
- (b) note that the Manager of Democratic and Registration Services ,in consultation with the Convener of the Culture Committee, will respond to Beauvoisin and Argenteuil with a view to re-establishing links with those areas and will report back to a future meeting of the Committee;
- (c) note that to date no formal response has been received from the President of Gdynia in relation to the proposed friendship agreement between the City of Gdynia and West Dunbartonshire; and
- (d) agree that discussions to develop the friendship arrangements between Letterkenny Municipal District and West Dunbartonshire should take place in June, after the conclusion of the Irish local elections.

**3. Background**

- 3.1** Following the signing of the friendship agreement with Letterkenny Municipal District on Saturday 30 March 2019, a communication has been received from Mr Liam Ward, Director of Community Development and Planning Services advising that his Council had enjoyed some very positive media coverage and commentary in relation to the recent visit to West Dunbartonshire by Mayor Cllr. Ian McGarvey and the signing of the Friendship Charter between our two areas. Mr Ward has suggested that discussions to develop the relationship between both areas should continue in June after the conclusions of the Irish local elections when the membership of newly formed Letterkenny Municipal District would be known.

**3.2** Following the special meeting of the Committee on 17 January 2019, contact was made with the President of Gdynia in connection with a proposed friendship agreement. To date no response has been received from Gdynia.

**3.3** The Convener and the Manager of Democratic and Registration Services attended a meeting of the European Union National Institutes for Culture (EUNIC) on 8<sup>th</sup> March 2019. Following that meeting the French Consulate in Scotland agreed to contact Argenteuil and Beauvoisin on behalf of this Council to help re-establish links between our respective areas.

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

**4.1** A formal letter has been sent to the President of Gdynia with a letter of support for the Polish Consul General and a response is awaited. If a response is received from Gdynia after this report has been issued, the Manager of Democratic and Registration Services will provide a verbal update to the Committee.

**4.2** Informal communications have now been received from both Argenteuil and Beauvoisin, with the assistance from the French Consulate in Scotland. Officers from both authorities have requested further information on our existing relationship with their respective areas. It is therefore recommended that the Manager of Democratic and Registration Services, in consultation with the Convener of the Culture Committee, should respond to Beauvoisin and Argenteuil with a view to re-establishing links with those areas; and

**4.3** Given the forthcoming elections in Ireland, it is recommended that discussions on the development of the friendship agreement with Letterkenny Municipal District take place in June as suggested by Mr Ward of Donegal County Council.

#### **5. People Implications**

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

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

**6.1** There are no financial implications arising from the recommendations of this report.

#### **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 Hessel  
**Designation** Strategic Lead - Regulatory  
**Date:** 11 April 2019

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**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](mailto:george.hawthorn@west-dunbarton.gov.uk)

**Appendices:** None.

**Background Papers:** None

**Wards Affected:** None.





## WEST DUNBARTONSHIRE COUNCIL

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

Cultural Committee: 29 April 2019

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#### 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:
- note the contents of this report;
  - agree either the recommended Option 1 or the alternative Option 2 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 £1.4m from the Cultural Capital Fund for these purposes
  - approve that officers can proceed to go to tender for improvement works;

#### 3. Background

- 3.1 The 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 the Clydebank Museum and 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 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 wedding 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 and its multi-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 severy/kitchen needs at least a 40-person seating area. In addition the café 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. In addition it is not large enough to accommodate travelling exhibitions, and nor would this work well anyway since the room is located at the completely opposite end of the building to the existing museum and gallery exhibition space. 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 those days, particularly in spring and summer, when the weather is good and the Garden Gallery is not booked.
- 3.18** The Town Hall complex includes the Clyde Room on the ground floor and adjacent to 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 Main Hall. This would open up an exciting additional income stream for the venue moving forward.
- 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** The Clydebank Town Hall also has considerable problems with regards to its roof, with regular leaks across the site. These undermine the aesthetic appearance of the building in the short-term, and damage the structure of the building in the long-term reducing the life of the asset. In addition while significant investment was made in the internal structure of the Town Hall during the previous renovation, little was spent on the external stonework. The years of fine soot from vehicle exhaust emissions from the busy A814 have darkened the ledges and facades of the building leaving it looking dirty. This is even more apparent now that the neighbouring Clydebank Library has had its frontage cleaned as part of renovation works. If the Council truly has an aspiration to see the Town Hall serve as a high-quality events venue in West Dunbartonshire then upgrading and enhancement works needs to be considered.

### **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 Clydebank Town Hall, to ensure its continued operation as a flagship cultural venue within Clydebank, and achieve improved commercial success.

### **New management approach**

- 3.24** The annual cost of operating the Clydebank Town Hall in 2017/18, excluding the museum costs, was circa £515,000 while the income was £184,000. This meant the Council effectively subsidised events and bookings by more than £300,000. Of the total income received, £33,000 was from internal recharges from other Council services, and therefore just £150,000 was actual income into the Council. The Strategic Lead for Communications, Culture and Communities is leading the project to improve financial sustainability of the Town Hall, and a new management team was installed in February 2018 to deliver on this ambition.
- 3.25** To date good progress has been made on this front with the Town Hall service moving from a £67,000 overspend in 2017/18, to a projected underspend of £23,000 in 2018/19. In addition to a more competitive charging framework, new income opportunities have been introduced such as the launch of internal wedding dressing packages, running in-house bars, and attracting new conferences and events. Costs have also been reduced through more efficient use of staffing, and minimising losses at the coffee shop.
- 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 break-even in 2020/21. This aspiration is linked to investment in the venue as part of the £4m Cultural 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 Clydebank 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. 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 will bring overall coherence to the heritage displays and ensure that the major heritage narratives of Clydebank are told in appropriate context. Successful delivery of both the Clydebank Library Museum



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 stored with a view to being displayed at some point in the future at the Titan Crane.

### **Public access & wayfinding**

- 4.7. The architect proposes 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's positive first impression of the building.
- 4.8. 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 improve the first-impressions and overall experience for visitors, it would also enhance the security of Councillors and their support staff.
- 4.9. 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.
- 4.10. 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.
- 4.11. 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.

- 4.12.** 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 historic Dumbarton Road entrance to the public. Option Two proposes that the current arrangements on Hall Street remain in place (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**

- 4.13.** 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.
- 4.14.** 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.
- 4.15.** 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.

- 4.16.** 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 Main Hall.
- 4.17.** To capitalise further on the potential of the Garden Gallery officers propose to install a retractable canopy over the patio area beyond the windows. This installation would support the coffee kiosk offer during good weather, and provide shelter for visitors wishing to sit outside at other times. 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 Bailie Agnew, would be relocated to the new Clydebanks 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. Officers would also look to consider better uses of the adjacent Councillor car park area which is rarely used and could augment the improvements to the garden area. Again this enhances the offer available from the Town Hall and makes it more desirable to potential customers.
- 4.18.** The final adaptation proposed takes place in the Main 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 Main 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 Main 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.
- 4.19.** Externally it is recommended that extensive upgrade and enhancement work is undertaken immediately to the roof, downpipes, and stonework. This would improve the appearance of this historic and much-loved building, prevent future maintenance issues, and extend the life of the asset. This element of the work expected to cost approximately £195,400.00. If this was the only element of the project approved by Committee then a figure of £252,000 is recommended to be set aside to take account of contingencies.

- 4.20.** 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.
- 4.21.** Outline costs for these proposals are estimated to be £1.400m. 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.
- 4.22.** As agreed at Committee in May 2018, the Strategic Lead for CCC and the Asset Management team then 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>Option 1</u> Undertake improvement works, including an additional public entrance from Dumbarton Road	£1.400.00m	128
<u>Option 2</u> Undertake improvement works, retaining the current public entrance from Hall Street	£1.400.00m	125
<u>Option 3</u> Do nothing (Reactive repairs will be undertaken as required from existing budgets at no additional cost to Council)	£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 this proposal is £1.4m. If this was repaid over a 40-year period the cost per year of the interest charges would be an average of £0.055 per annum.
- 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 most of these so indicative outline estimates have been provided:

Project	Cost
Alexandria Library (first floor)	£0.330.00 (Agreed)
Clydebank Library (basement museum)	£0.500.00 (Indicative estimate)
Back Door Gallery	£0.070.00 (Indicative estimate)
Bruce Street Baths	£0.500.00 (Indicative estimate)
<b>Total</b>	£1.400.00
<b>Total</b> (including Town Hall project)	£2.800.00

- 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 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 Clydebank 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** There is a significant risk that the operation of the building could be negatively affected if the Cultural Committee does not approve the works to upgrade the roof and externals of the building. Reactive repairs are being undertaken to deal with leaks and damage as they appear, but the frequency and severity of these leaks is increasing. That raises the very real risk of a cancellation or several cancellations of events due to unexpected water ingress. If this happens it will undermine attempts to meet income targets in 2019/20 and beyond, and cause potentially significant reputational damage to the Council. In addition these leaks threaten the integrity of the building, and if left unattended, could lead to additional upgrade costs as and when they are approved.
- 7.3** 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 April 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.
- 7.4** There is a risk that if Committee does not approve the report in April 2019 that there will be disruption to service delivery of the Clydebanks Museum and Art Gallery. Officers had originally planned for a closure of the existing museum and gallery in summer 2019 to allow for the major improvement works. Similarly they had planned for the new high-profile gallery space to re-open in the summer of 2020. 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. As a result, in the event of the report not being approved, officers would likely focus their attentions on other Arts and Heritage venues in West Dunbartonshire until a new timeline was agreed.
- 7.5** 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.
- 7.6** There is a risk that the proposals will not get listed building consent from Historic Environment Scotland which 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

- 7.7** 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.
- 7.8** 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 and Finance.

## **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**  
**Service Lead – Communication, Culture & Communities**  
**Date: 15 April 2019**

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**Person to Contact:**

**Appendix:**

- Appendix 1 – Layout Plan**
- Appendix 2 – Gallery Option 1**
- Appendix 3 – Gallery Option 2**
- Appendix 4 – Reception**
- Appendix 5 – Garden Gallery**
- Appendix 6 – New Bar**

**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:** **Ward 5**



**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.

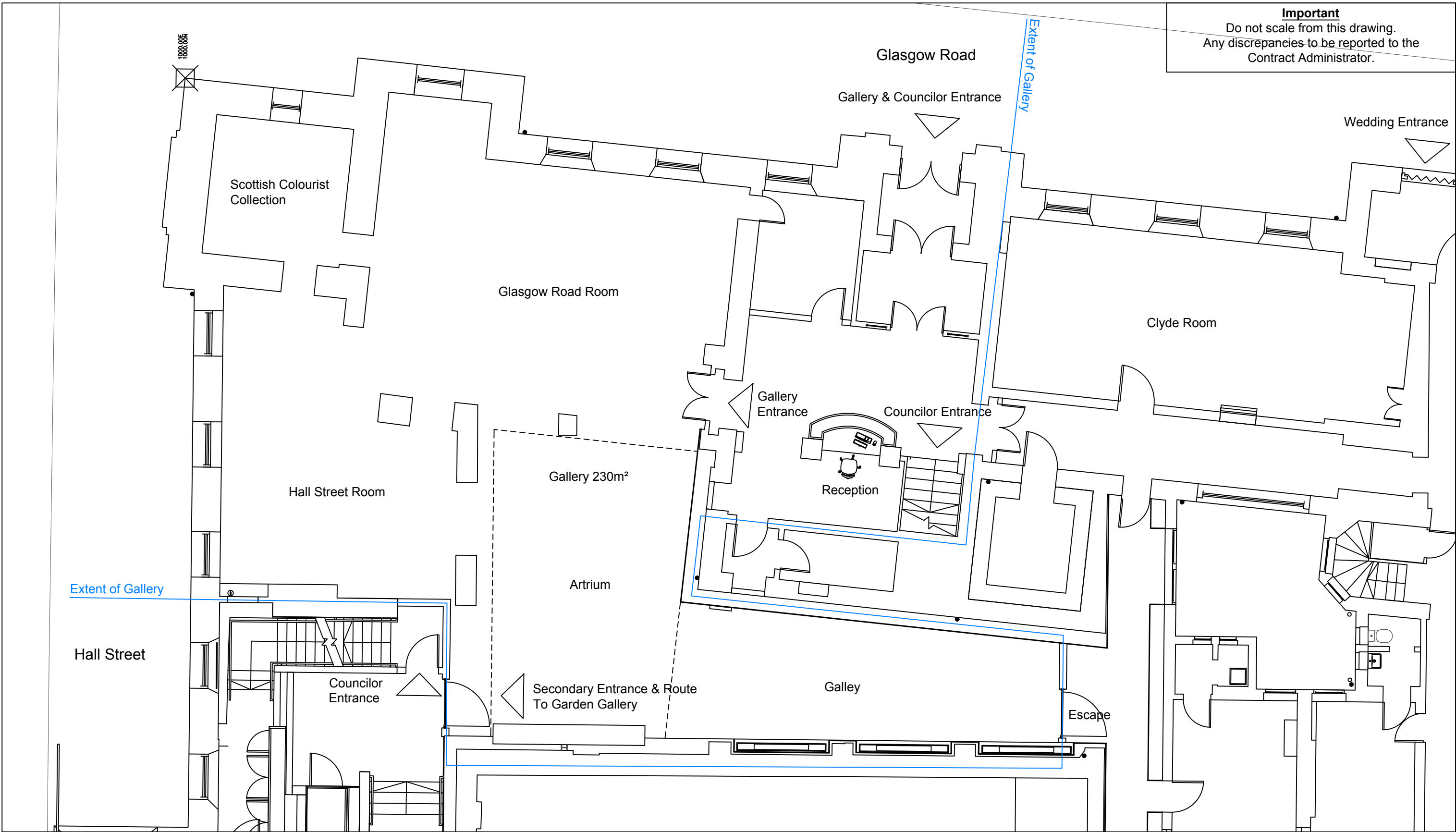
Rev.	Amendments	Date	By

Job Title
Clydebank Town Hall Refurbishment Feasibility
Page 41

Drawing Title
General Arrangement As Proposed

Scale 1:500	Sheet A3	Date 2018.05.31	Drawn PM
Job No. 4418	Drawing No. AL(00)001	Rev. _	
Issue INFORMATION			

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



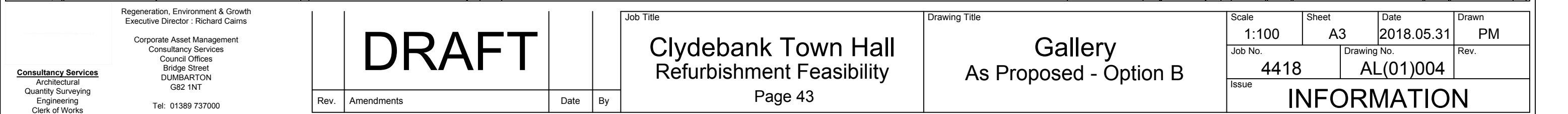
<b>DRAFT</b>			
A	Additional Structure Removed. Added as Option A. Separate Wedding Entrance	2018.08.28	PM
Rev.	Amendments	Date	By

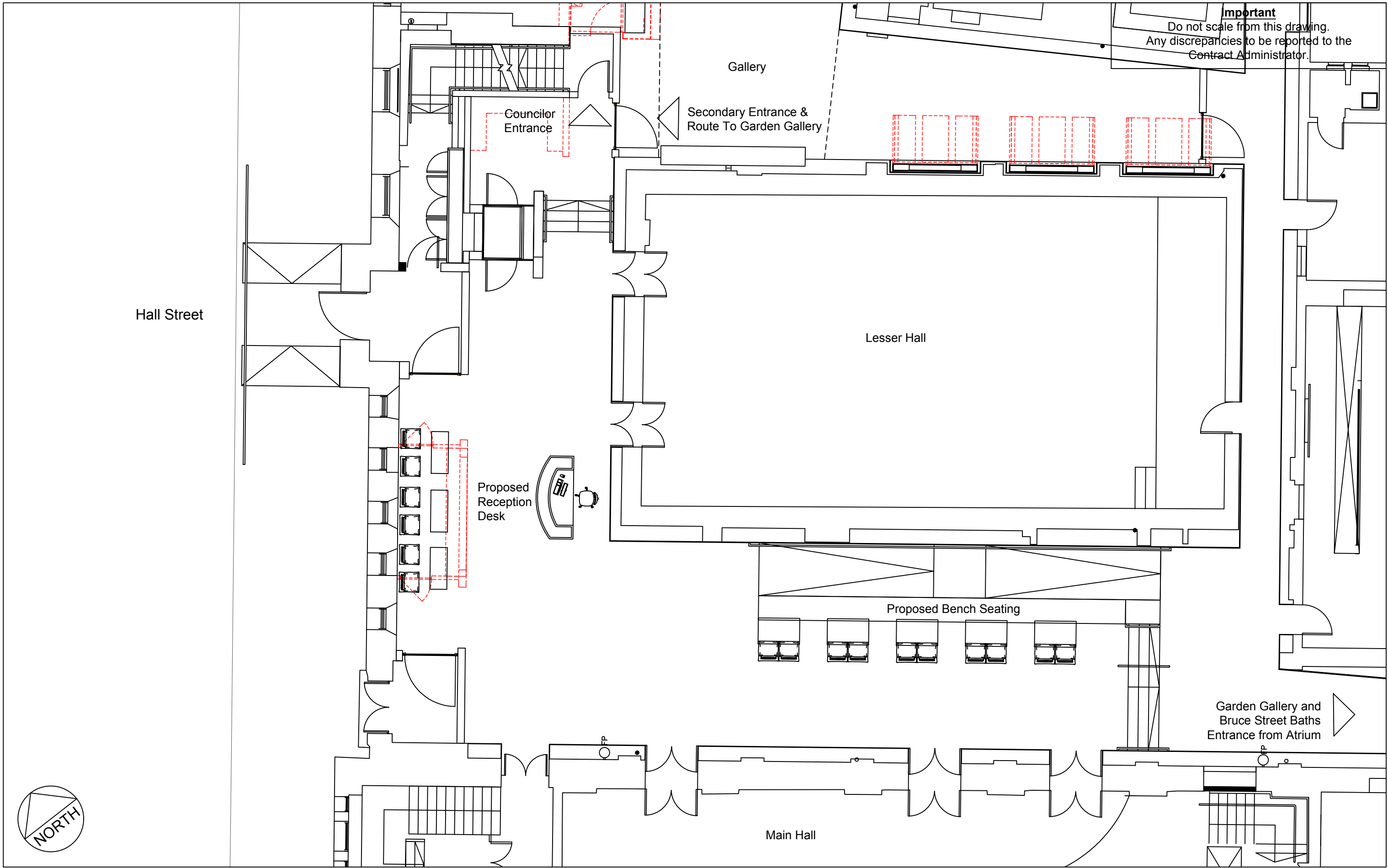
Job Title
<b>Clydebank Town Hall Refurbishment Feasibility</b>
Page 42

Drawing Title
<b>Gallery As Proposed - Option A</b>

Scale 1:100	Sheet A3	Date 2018.05.31	Drawn PM
Job No. 4418		Drawing No. AL(01)003	Rev. A
Issue INFORMATION			







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

## Extent of Café & Garden

Bruce Street

Bruce Street Bath  
Entrance

Extent of Café &amp; Garden



Bruce Street Baths  
Entrance from Atrium

Extent of retractable Canopy covering seating area

Bruce Street  
Baths Entrance

Bruce Street Bath  
Entrance

Bruce Street  
Baths Escape

Potential to create entrance depending on Bruce Street Baths desired function

DRAFT

Job Title

# Clydebank Town Hall Refurbishment Feasibility

Page 45

Drawing Title
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## Garden Gallery As Proposed

Scale
1:100

Sheet
A3

Date	Dr
2018.05.31	

PM

Job No. 4418

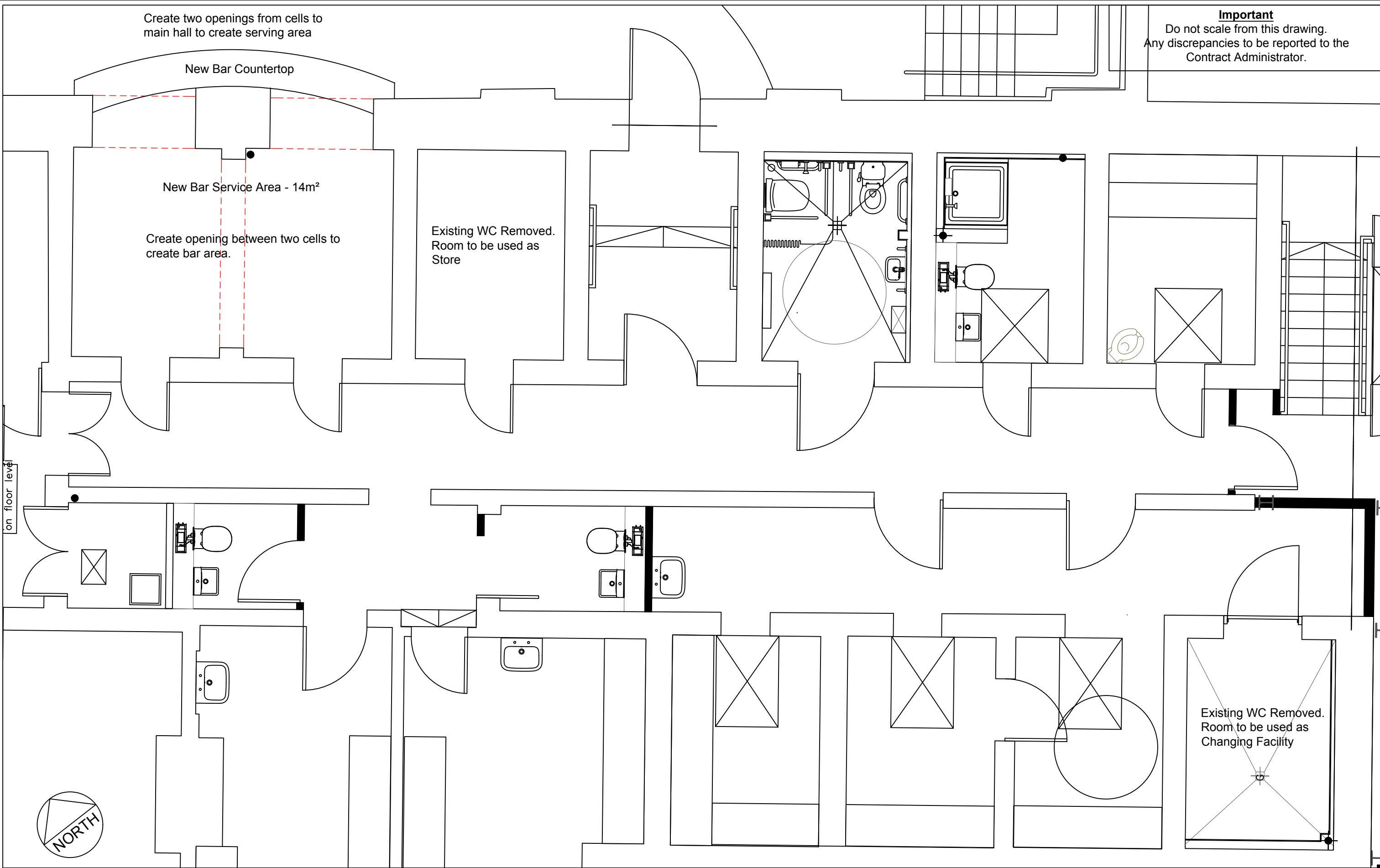
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Issue	
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## INFORMATION





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

## WEST DUNBARTONSHIRE COUNCIL

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

**Cultural Committee: 29 April 2019**

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

#### **1 Purpose**

- 1.1** The purpose of this report is to present to members the 2019/20 Delivery Plan for Communications, Culture & Communities and the year-end progress report for the 2018/19 Delivery Plan as agreed at Committee on 28 May 2018.

#### **2 Recommendations**

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

#### **3. Background**

- 3.1** In line with the strategic planning & performance framework each Strategic Lead has developed an annual delivery plan for 2019/20. This plan sets out actions to address key priority areas and issues identified through the service planning process as well as actions to deliver the Council's strategic objectives. It also provides an overview of services and resources, including employees and budgets, and considers relevant risks.

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

##### Delivery Plan 2019/20

- 4.1** Appendix 1 sets out the Communications, Culture & Communities Delivery Plan for 2019/20. This includes appendices detailing the action plan for delivery over 2019/20 and the workforce plan for the service.
- 4.2** Progress towards delivery of the plan is monitored monthly through the management team of the service and also scrutinised on a quarterly basis through the strategic leadership performance monitoring and review meetings. A mid-year progress report on actions will be presented to committee in November 2019.
- 4.3** Key issues identified in the strategic assessment section of the plan include: Development of the Clydebank Town Hall as a high-quality wedding venue; Development of an ambitious Cultural programme; Development of capital projects including a heritage centre in Alexandria Library, a dedicated museum space in Clydebank Library, and the Backdoor Gallery venue in Dalmuir; Promotion of the Titan Crane through an ambitious work programme

with a focus on securing external funding; and continued review and redesign of staffing structures.

#### Workforce Planning

- 4.4 Each strategic delivery plan has a supporting annual workforce plan, which is developed to highlight and plan for the management of key workforce issues which are necessary to fully support the delivery of the plan.
- 4.5 These workforce issues are anticipated to have significant implications in terms of organisational change, resource planning, resource profiling, skill mix, training and development and restructuring. The workforce plan sits as appendix 4 to the Delivery Plan 2019/20.

#### 2018/19 Year-end progress

- 4.6 The Delivery Plan for 2018/19 was supported by an action plan of activities to be delivered over the year. Appendix 2 details the progress on delivery of this action plan. Of the ten actions due to be completed by 31<sup>st</sup> March 2019, eight were completed as planned.
- 4.7 Eighty-percent progress has been made on the action “Increase social media audience and engagement across each platform through continually evaluating our approaches to social media and responding to social media trends and evolution”. This will continue in 2019/20. Thirty-three percent progress has been made on the action “Provide communications training to Council managers” and further activity to deliver this action is planned for 2019/20.
- 4.7 Significant achievements delivered through the plan are highlighted in the Delivery Plan for 2019/20. Updates on the linked performance indicators for the delivery plan will be published in line with annual public performance reporting for the organisation.

### **5. People Implications**

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

### **6. Financial & Procurement Implications**

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

### **7. Risk Analysis**



**7.1** Failure to deliver on the actions assigned to the strategic area may have a direct impact on the delivery of the Council's Strategic Plan. It is essential that remedial action is taken to ensure strategic delivery plans achieve the commitments detailed and approved.

## **8. Equalities Impact Assessment**

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

## **9. Consultation**

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

## **10 Strategic Assessment**

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

**Malcolm Bennie**

**Service Lead – Communications, Culture & Communities**

**Date: 17/04/19**

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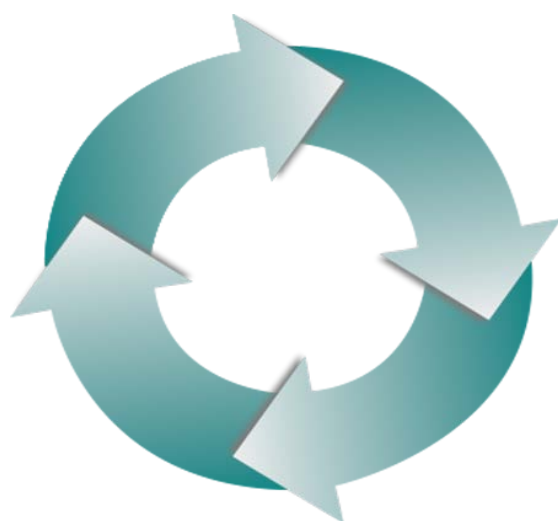
**Person to Contact:** Nicola Docherty  
Business Partner (Performance and Strategy)  
Council Offices, 16 Church Street, Dumbarton G82 1QL  
Tel: 01389 776957  
E-mail: Nicola.docherty@west-dunbarton.gov.uk

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

**Background Papers:** None

**Wards Affected:** All





# **Communications, Culture and Communities Delivery Plan 2019/20**

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# 1. Overview & Profile

## Overview

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The Communications, Culture and Communities (CCC) Service has a great opportunity to make a difference every day, and improve the lives of the residents of West Dunbartonshire. During 2019/20 we will continue to deliver excellent services to our citizens which fully respond to the demands of our communities. We will support our Council-wide services to be the best they can by providing robust, reliable performance information that underpins continuous improvement. We will deliver high-quality library and cultural services which enhance our communities and allow our residents to explore, interact, learn and imagine. We will deliver first-class communications which inform, educate and empower our residents for the benefit of all 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 seek to establish the Clydebank Town Hall as a premier events venue in the West of Scotland.

### **Our CCC Purpose:**

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

### **Our CCC Ethos:**

- Make it happen
- Make a difference

This Delivery Plan provides a review of our key achievements in 2018/19, sets out our strategic priorities for 2019/20, and highlights the key activities that will be progressed to meet those priorities.

## Profile

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With a net budget of £6.355M, CCC 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.

### **Citizen and Digital Services**

The Citizen and Digital Services team are responsible for frontline service delivery, covering face-to-face requests at our One Stop Shops, telephone requests through the Contact Centre, the Council's website, and enquiries via social media. The team is

also responsible for management of the Council complaints process. As part of our ambition to centralise and improve access to services, the team is also now responsible for telephone enquiries for Benefits, Council Tax and Housing Repairs & Maintenance. The team also provide access to the Scottish Welfare Fund for Community Care Grants and Crisis Payments. In addition the team leads the Council's website and intranet activity.

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

The team provides information on Council services to ensure that residents, employees, stakeholders and media are fully informed. The team designs, plans and manages campaigns to change behaviour, improve the local area and enhance the lives of local residents, and delivers projects that save 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 incorporates the Chief Executive's office and is also responsible for employee engagement activity through the Senior Manager Network, staff bulletin, intranet and emails. The team supports the employee recognition activity and the employee survey, manages Clydebank Town Hall and the Council's office buildings and leads on the delivery of corporate events and VIP visits.

### **Libraries and Cultural services**

Libraries & Cultural Services encompasses all activities delivered by Libraries, Arts and Heritage and the Titan Crane. The Libraries team manages eight public libraries, five school libraries as well as a mobile and housebound library service. Libraries support lifelong learning, promote healthy living and inspire creativity through free access to information and by encouraging reading and wellbeing. Our wide portfolio of activities embrace all age ranges and include baby yoga, Storytime, computer classes, Macmillan drop-in sessions, author events and literature festivals.

The Arts and Heritage Team operates Clydebank Museum and Art Gallery within Clydebank Town Hall, the Backdoor Gallery in Dalmuir, as well as the Clydebank and Dumbarton Heritage Centres. Clydebank Museum and Art Gallery is the focal point for the team's ambitious Cultural Programme, which includes an exciting and varied exhibition programme, while the Backdoor Gallery provides an important platform for showcasing emerging artists from across the west of Scotland. Through the Heritage Centres local residents and visitors to the area can access the Council's local history collections in order to trace their family history, or in support of other research, whilst also enjoying a changing programme of exhibitions that tell local stories. Behind the scenes, the team also manages and cares for the Council's heritage collections and archive, making both accessible for the purpose of learning and research whilst ensuring that they are preserved for the benefit of generations to come.

The Titan Crane is operationally managed through Libraries and Cultural Services on behalf of the Clydebank Property Company. The focus of this activity is on cementing the status of the Crane as a premier heritage and tourism destination in Clydebank, linked to the wider cultural and heritage offer in the area.

### **Performance & Strategy**

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

## 2. Performance Review

The CCC management team completed a detailed performance review of 2018/19, looking at:

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

During 2018/19 CCC 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 2019/20.

### Key Achievements 2018/19

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#### **Citizen and Digital Services**

- Integration of Revenues and Benefits telephone calls to the Contact Centre
- Delivery of Housing Repairs and Maintenance telephone support following the transfer to Citizen Services
- Improved decision making in Welfare Fund applications recognised by the Scottish Public Service Ombudsman's office
- Successful Alexandria One Stop Shop transfer to Alexandria Library
- Successful removal of cash payments to the Council providing financial savings
- Increase in website traffic and number of online transactions
- Improved complaint resolution times

#### **Communications, Offices & Town Hall**

- Introduced new charging model and initiatives to increase income generation at the Town Hall. Also reviewed the structure to deliver a more efficient service
- Increased social media audience to 34% of population of West Dunbartonshire
- Secured £25k of additional income for the Council by proactively selling commercial waste services
- Secured national media coverage for a range of Council activities



## **Libraries and Cultural services**

- New strategy delivered £460K of savings and maintained high satisfaction levels amongst users
- Installed the new branding improvements to three library branches to enhance the environment for residents
- Successfully hosted the nationally recognised Tom McKendrick 'Soldiers' exhibition at Clydebanks Town Hall
- New combined mobile library service re-launched with a data-led route that now serves more areas of deprivation
- Developed exciting investment proposals for expanding the offer to residents at Alexandria and Clydebanks Libraries

## **Performance & Strategy**

- Creation of business intelligence function for use by all Council services
- Delivery of a successful Best Value Audit and positive Assurance report
- Creation of a segmentation data offer to support service planning
- Improved service benchmarking through participation in an APSE pilot
- Developed a comprehensive suite of Quality Standards across organisation

## **Challenges**

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### **Absence**

The CCC Service saw a disappointing increase in absence levels during 2018/19, however analysis of the figures highlighted that the absences were predominantly a small number of long-term cases, rather than a general problem with the wider workforce. Reviewing these cases in more detail identified that many of these were the result of serious health issues or issues with personal stress unrelated to work. The increase is also reflective of the fact that the profile of the service has continued to change since it was established in April 2016. Previously there was a more even split between back-office functions and frontline workers, whereas the expansion to include Council Tax enquiries, housing repair call centre, and the operational running of Church Street and Aurora means there are now more frontline employees. This increased proportion of frontline employees has understandably impacted on absence levels.

### **Resilience/ capacity**

In Citizen Services, there remains an ongoing challenge with the resilience of the telephone platform to continue to deliver an ever increasing number of telephone calls through a centralized team. Our colleagues in ICT have a project plan to upgrade the platform and provide further opportunities to use technology to provide enhanced services to our citizens. With this enhanced technology, the training time of new team members will reduce and provide further opportunities to increase the capacity of the

teams to respond to residents enquiries. The service has a live Business Continuity plan for any event such as loss of shops, telephones or systems to mitigate risks.

The resilience of the Libraries team came under pressure following the introduction of the new timetable, the departure of the key Team Leader role, and delays with the recruitment of new peripatetic library assistants. These issues will be mitigated in 2019/20 thanks to the successful appointment of a new Team Leader, and recruitment of additional library assistants to add further resilience to the timetable.

In Communications, Offices & Town Hall there were a number of staffing issues linked to the operation of the Town Hall and Church Street buildings. These led to significant 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. This meant some planned activity for 2018/19 was delayed or stopped – for example campaign activity was limited as a result of reduced capacity. These problems will be mitigated moving forward following a successful recruitment drive in early 2019.

### **Capability**

The restructures in Citizen Services, Libraries and Culture, Performance and Strategy, and changes at the Town Hall have led to a number of employees taking on new tasks, and often a greater degree of accountability than had been the case previously. This has highlighted skills gaps within the team as some team members have not previously been required to perform at these levels, or in these new ways of working. Additional support is being provided to teams to ensure success in these new roles. It should be recognised that this is a limited problem, and that there are also positive examples of internal candidates being successfully promoted or regraded in recognition of their continued personal development

### **Investment**

For a variety of reasons, including absence and experience, there were also issues with the delivery of the £421k investment in the transformation of Libraries and Culture in 2018/19. Regrettably this project experienced significant slippage with only around 10% of capital invested as planned. This will be mitigated in 2019/20 with an updated and detailed project plan, clear prioritisation and through the appointment of an experienced Library Team Leader.

### **Citizens Panel**

During 2018/19 work has been underway to grow the membership of the refreshed citizens panel, ensuring it reflects the demographic profile of the area as a whole while containing as large a sample as possible. However while numbers continue to grow, pace of growth has been quite slow, with the number of panel members further

reduced following a GDPR opt-in assurance exercise. Further work will be undertaken in 2019/20 to actively target underrepresented groups and areas.

## **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.

CCC assumes organisational responsibility for four of the LGBF performance indicators. The most recent comparative data for all councils was published in January 2019 and relates to the period 2017/18:

The indicators for CCC are set out in Appendix 5. Year on year performance improved for one of the four PIs, whilst the remaining three PIs performed worse than the previous reporting period. In terms of performance against other local authorities, one of the PIs showed improvement in ranked position, two remained better than average for Scotland, and one – cost per library visit – is worse than the Scottish average. The latter should see significant improvements in the next benchmarking release as this will take into account the major restructure introduced in 2018/19.

## **Service User Feedback**

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### **Complaints**

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

Between 1 April and 31 December, the Communications, Culture and Communities service area received a total of thirty five complaints, all of which were Stage 1 complaints. During the same period, thirty four complaints were closed at Stage 1. Thirty one of the complaints closed at Stage 1 met the 5 working day target for resolving complaints (88%). Of the complaints closed at Stage 1, twenty one were upheld.

The complaints received were categorised as follows:

- Citizen expectation not met (quality of service) - 20 complaints, thirteen upheld;

- Citizen expectation not met (timescales) - 2 complaints, both were upheld;
- Council policy (charges) - 1 complaint, 1 upheld;
- Council policy (level of service provision) - 2 complaints;
- Employee behaviour - 8 complaints, 3 upheld; and
- Error in service delivery – 2 complaints, both upheld.

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

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

### **Residents' Telephone Survey**

A telephone survey of 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.

The 2018 Survey highlights a general decrease in satisfaction for key areas of Communications, Culture and Communities from the previous year. Analysis shows that overall the reduction in satisfaction in 2018 was largely within the first half of the year. Significant progress has been made since July 2018 to increase the satisfaction levels in line with previous years. This will continue to be monitored over the coming year.

- Satisfaction with libraries increased from 91% in 2017 to 96% in 2018, showing a 5% difference from the previous year.
- Satisfaction with the quality of customer service decreased from 98% in 2017 to 83% in 2018 showing a 15% difference from the previous year.
- Satisfaction with information available on services decreased from 92% in 2017 to 84% in 2018, showing a difference of 8% from the previous year.
- Satisfaction with the Council website decreased from 99% in 2017 to 89% in 2018, showing a 10% difference from the previous year.
- Satisfaction with the Contact Centre has decreased from 96% in 2017 to 84% in 2018, showing a 12% difference from the previous year.

## **CCC Employee Survey**

Ultimately we want our CCC employees to have a clear understanding of their role and enjoy the job that they do, to be proud of what we deliver, feel appreciated and feel that line managers are approachable, visible and trusted. At the time of the 2017 Council-wide employee survey 96% of CCC employees took the opportunity to provide feedback on how they felt. As a management team we took a number of steps to improve matters, including a commitment to go back to our CCC employees after 12 months to measure what difference these actions are making.

The follow-up survey of CCC employees, carried out in November 2018 showed positive progress in most areas. The latest results show a 16% increase in employees stating they have confidence and trust in senior managers to effectively manage and lead the service and a 13% increase in employees reporting they feel involved in decisions related to their teams. There were small reductions (6%) in both employees reported understanding of their roles and responsibilities, and those reporting that they have regular one to one meetings with their line manager. Further work will be undertaken on these actions in 2019/20 ahead of the Council-wide employee survey.

## **Service satisfaction results**

### **Citizen and Digital Services**

The Citizen and Digital Services team carried out a satisfaction survey in 2018/19 across all strategic areas of the Council as well as the HSCP and partner agencies to help measure and improve the support and delivery of the service. The results were positive and showed:

- 75% Overall satisfaction with the subject knowledge of the team member;
- 81% Overall satisfaction with how helpful the team member was;
- 69% Overall satisfaction with the team members understanding of the support requirement;
- 75% Overall satisfaction with the time taken to respond to requests; and
- 75% Stated they would recommend the Citizen & Digital services team to others.

### **Communications, Offices & Town Hall**

The Corporate Communications team carried out a satisfaction survey across all strategic areas of the Council to help measure and improve the support and delivery of the service. The results were positive and the most recent survey carried out in 2017/18 showed:

- 98.8% Overall satisfaction with Service provided by Corporate Communications;
- 100% Satisfaction with the support from press office;
- 100% Satisfaction with Press office support on statements;
- 100% Satisfaction with design service; and

- 97% Satisfaction with the employee bulletin.

The Clydebank Town Hall conduct post event evaluations to gather feedback to help improve service delivery. Of the Event organisers who responded between April – December 2018:

- 100 % were satisfied with the service provided; and
- 100 % would recommend Clydebank Town Hall as a venue.

## **Libraries and Cultural Services**

### **Libraries**

Satisfaction with library services is carried out on every year through the WDC telephone survey of 1200 residents. The 2018 survey found overall satisfaction with libraries increased from 91% in 2017 to 96% in 2018, showing a 5% difference from the previous year.

In addition to the Council's own survey, the Scottish Government undertakes a Scottish Household Survey. This measures, amongst other things, satisfaction with library services across Scotland. The latest results show West Dunbartonshire libraries ranked fourth highest in Scotland for satisfaction with a satisfaction rate of 85.7% significantly above the Scottish average of 73%. This also represents continued growth in satisfaction since 2012.

### **Cultural services**

Visitor Feedback Questionnaires are available for all exhibitions and activities at Clydebank Museum and Art Gallery. During 2018/19 feedback was gathered for the *A Stitch in Time*, Tom McKendrick's *Soldiers* and *Antarctic Witness* exhibitions, as well as heritage tours of the wider Clydebank Town Hall complex.

Over 80% 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.

Areas where visitors to the museum felt that improvements could be made included the accessibility of information on the website and the number of objects on display. During 2019/20 officers will undertake a review of the Arts and Heritage web pages on the Council website, with a view to improving the end user experience. Furthermore, a new process for submitting collections-based enquiries will be introduced, with a view to improving response times and streamlining the process. Feedback that relates specifically to the display and accessibility of collection objects will be used by officers to inform project development and future exhibition planning.



## **Performance & Strategy Team**

The Performance & Strategy team carried out a satisfaction survey in 2018 across all strategic areas of the Council as well as the HSCP and partner agencies to help measure and improve the support and delivery of the service. The results were positive and showed:

- 96% of respondents were satisfied with the service overall;
- 97% of respondents were satisfied with subject knowledge of team members;
- 93% of respondents were satisfied with the teams understanding of support requirements;
- 100% of respondents were satisfied with the time taken to respond to requests;
- 93% of respondents found the team to be helpful; and
- 97% of respondents who had used the P&S online tools found them to be useful.

## **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 service area; eight services were identified as eligible for a self-evaluation. To date:

- The Performance & Strategy Team have completed the entire process of the self-evaluation and the post-evaluation surveys identified that the improvement plan made a difference to service delivery
- The Welfare Fund team is currently undertaking a post-evaluation survey to establish if the improvement plan has made a difference to service delivery
- Two Teams – One Stop Shop and Communications - have completed the self-evaluation process and have improvement plans in place to be achieved over the next year
- One Team - The Contact Centre - is currently undertaking the self-evaluation and developing an improvement plan to be monitored over the coming year
- The remaining three services- Libraries; Arts & Heritage; and the Clydebank Town Hall & Council Offices are scheduled to undertake a self-evaluation over the coming months

It is anticipated that all CCC services will have taken part in the self-evaluation programme and implemented an improvement plan for their service by July 2019.

## **Quality Standards**

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

2018/19 was a pilot year for the use of quality standards within this service area and following the pilot the effectiveness/meaningfulness of each has been reviewed and a revised set has been agreed for 2019/20. The progress of these is set out in Appendix 2.

### **3. Strategic Assessment**

The Communications, Culture and Communities management team completed a strategic assessment and performance review to determine the major influences on service delivery and strategic priorities going forward into 2019/20. As a result of this assessment the following factors were recognized as having a significant influence on the work of the service in 2019/20:

#### **Key Factors**

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##### **Citizen and Digital Services**

###### **Citizen Service**

Work has commenced for our channel shift ambitions to launch a Web Chat functionality on the Council website to further improve the options available to our Citizens to engage with the Council via phone, in writing or online. In 2019/20, Web Chat technology will be live and will improve through the use of artificial intelligence and automated responses. This is a significant piece of work for managers and team members within the service.

Working alongside our colleagues in ICT, we will again improve our Telephone platforms to provide an improved experience of telephoning the Council. Our priority is to ensure Citizens are guided more quickly to a member of staff who is appropriately skilled to resolve their enquiry.

In 2019/20 we will further consider our staff roles and the locations where we meet our Residents for face-to-face interactions following the successful integration of Alexandria One Stop Shop and Alexandria Library. There is further opportunity to maximize the roles of our staff to create improved experiences for our residents and



also improved employee engagement by getting this key activity delivered in more convenient locations.

### **Communications, Events & Town Hall**

Work has continued within Communications to embed digital and social media as the prominent channels for engagement. The reach of the Council's main social media platforms, Facebook and Twitter, has continued to grow and Instagram has also been established as a key complementary platform reaching a new demographic. This will be a continued focus in 19/20, both in keeping pace with the rate of change across all platforms to expand our reach and develop our skills to further enhance our offer across video, imagery and animation.

The development of Clydebank Town Hall remains a key priority for 19/20. Resourcing issues restricted progress in 18/19 and these are now being addressed with new personnel joining the team in early 19/20. New catering providers have been appointed and will be delivering services throughout 19/20. This development has introduced the opportunity for the Town Hall to provide a bar service in-house generating new income alongside other new services such as venue dressing and marketing the Town Hall as a conference venue. Each of these complement the overall vision to position the Town Hall as the wedding venue of choice in the local area and beyond. This will be supported through close working with the communications team to access support with marketing, digital marketing and design.

The service will also undertake the biennial employee survey to gather the views of staff across the organisation and support future workforce development and service delivery.

### **Libraries & Cultural services**

#### **Library Services**

The new Library Strategy has provided the tools and roadmap to service improvement but progress at introducing these and embedding them has been slower than hoped. A major priority for 2019/20 is to see the successful roll-out of the £421k investment in library branches; the delivery of the frontline training programme; full engagement with national frameworks such as HGIOPLS (How Good is Our Public Library Service); full development of online and digital opportunities; enhanced awareness of the mobile library service in the community; completion of the library branding project; and completion of phase two of the Clydebank Library redevelopment.

#### **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, including the creation 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 capital investment to improve our exhibition offering at The Backdoor Gallery venue in Dalmuir, the creation of a permanent museum space in Alexandria Library and the creation of a dedicated museum space in Clydebank Library.

To support delivery of this activity, work will be undertaken to ensure that the structure and operating model for arts, heritage and culture reflects the needs of the service and our ambitions for the future.

### **Titan Crane**

The operational management of the Titan Crane is delivered by the CCC service on behalf of Clydebank Property Company. The Crane operates as a tourist and visitor attraction in Clydebank, linked to the wider arts and heritage offer in the area, including Clydebank Museum and Art Gallery within Clydebank Town Hall. The Crane has been closed to visitors during the 2018/19 year to allow regeneration infrastructure works to be carried out on the surrounding Queens Quay development site, and will remain closed for a proportion of 2019/20.

During 2019/20 work will continue on the development and delivery of an ambitious work programme for the Crane, with the key aim of ensuring it operates as a successful tourism and heritage destination for the area. This activity will focus on identifying and securing external funding for development of a comprehensive visitor package, as well as securing ongoing income through sponsorship and partnership activity with external providers.

## **Performance & Strategy**

### **Local governance review**

Work began on the national governance review during 2018, and activity on this is likely to increase over the coming year. The review, and subsequent activity, will focus on how the Council works with citizens to design, develop and deliver services in different ways. It places more focus on engagement and ensuring that decisions made about priorities and investment are informed by the views of our citizens. During 2019/20 the team will continue to engage in the review process and will work to develop processes for increased engagement and collaboration with residents.

### **2021 Census**

Work has started on planning for the next national census, Census2021. The performance and strategy team will be supporting this national activity at a local level and ensuring best use is made of this 10 yearly data gathering exercise.

### **Data Analysis**

With creation of the data analysis / business intelligence function it is important that work takes place in 2019/20 to extend use of the service and create a more comprehensive organizational approach to the capture, storage and use of data. This includes data on the services delivered by Council, performance and financial data as well as feedback data from our citizens. Enhancing the overall data capabilities and warehousing function available will enhance the ability of Council and services to make robust, intelligence led decisions.

### **Action Plan**

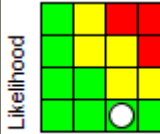
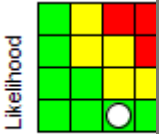
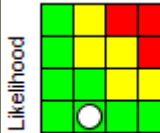
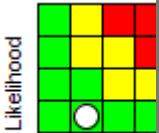
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The challenges and issues identified in the performance review and strategic assessment sections have informed CCC priorities and outcomes for 2019/20. The management team has developed an action plan to address them (Appendix 2), supported by a range 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 twice yearly to Committee, at mid-year and year end.

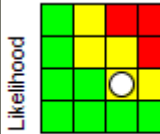
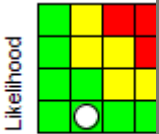
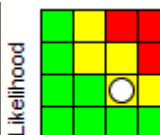
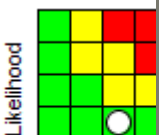
## 4. Risks

In planning for 2019/20, the CCC management team considered the Council's strategic risks and identified additional risks specific to the service (below). Actions to mitigate these risks are set out in our delivery plan at Appendix 2, with the aim of improving or maintaining the current position (i.e. the current risk score). The current risk scores reflect current actions taken to reduce the risks.

### Strategic Risks

Risk	Current Risk Matrix	Date Reviewed	Latest Note	Target Risk Matrix	Assigned To
Failure to embrace opportunities which can be derived from constructive partnership working and joined-up service delivery	 <p>Likelihood</p> <p>Impact</p>	07-Jun-2018	CPWD strengthened through publication of LOIP and strong DIGs	 <p>Likelihood</p> <p>Impact</p>	Amanda Coulthard
Failure to ensure positive dialogue with local citizens and communities	 <p>Likelihood</p> <p>Impact</p>	07-Jun-2018	<p>New approach to engagement at a strategic and local level means this risk is unlikely to occur.</p> <p>Engaging Communities Framework, Your Community and Citizens Panel create context for positive dialogue as standard.</p>	 <p>Likelihood</p> <p>Impact</p>	Amanda Coulthard; Amanda Graham

### Service Risks

Risk	Current Risk Matrix	Date Reviewed	Latest Note	Target Risk Matrix	Assigned To
Failure to provide a library service to residents	 <p>Likelihood</p> <p>Impact</p>	10-Oct-2018	The implementation of new opening hours is completed and branch libraries continue to deliver services to residents. The community and school mobile library vehicles have been amalgamated using one vehicle. Community stops have been targeted at SMID areas resulting in an increase in mobile library stops. We continue to roll out improved internal and exterior rebranding of branch libraries. A capital investment programme is being progressed to enhance branch libraries making them more attractive places for residents to visit.	 <p>Likelihood</p> <p>Impact</p>	Gill Graham
Failure to effectively manage and learn from complaints	 <p>Likelihood</p> <p>Impact</p>	04-Jun-2018	Robust complaints handling process in place along with quarterly reporting through all management teams to ensure complaints are effectively managed and learning is captured.	 <p>Likelihood</p> <p>Impact</p>	Stephen Daly

## Appendix 1- Structure Chart



## Appendix 2 – Delivery Plan

Priority
A strong local economy and improved job opportunities
Objective
Increased skills for life & learning

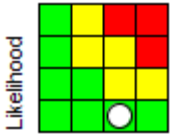
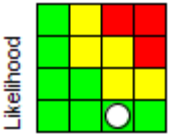
Action	Due Date	Assigned To
Deliver and enhance the library offer of digital skills training and support.	31-Mar-2020	Gill Graham; David Main
Consider a trial of Amazon, Electra & Kindle devices for housebound/mobile library users, and develop a new strategy for computer use in our library branches.	31-Mar-2020	Gill Graham; David Main

Priority
Supported individuals, families and carers living independently and with dignity
Objective
Improved Well Being

Performance Indicator	2017/18	2018/19		2019/20	Assigned To
	Value	Value	Target	Target	
% of older (65+) residents who have access to the internet in some form (home, phone, libraries, OSS etc)	N/A	Not available	55%	60%	Gill Graham; David Main
% of residents under 65 who have internet access in some form (Home, phone, libraries, OSS etc)	N/A	Not available	95%	95%	Gill Graham; David Main

Priority
Meaningful engagement with active, empowered and informed citizens who feel safe and engaged
Objective
Fully consulted and involved citizens who are able to make full use of the Community Empowerment Act

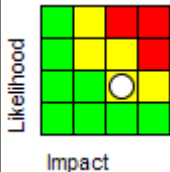
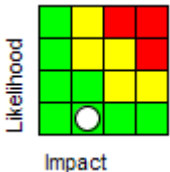
Action	Due Date	Assigned To
Ensure the organisation is able to respond to and fully implement recommendations from the ongoing Local Governance Review	31-Mar-2020	Amanda Coulthard
Support Community Planning West Dunbartonshire to further develop locality planning and involvement in line with the Community Empowerment Act	31-Mar-2020	Amanda Coulthard

Departmental Risk	Current Risk Matrix	Description	Target Risk Matrix	Assigned To
Partnerships		The Council fails to engage adequately with partnership bodies		Amanda Coulthard

Objective
Strong and active communities

Action	Due Date	Assigned To
Continue transformation of the Clydebank Town Hall service to deliver increased usage and income.	31-Mar-2020	Amanda Graham
Deliver litter and recycling campaigns which deliver efficiencies through changing the behaviour of residents.	31-Mar-2020	Amanda Graham
Successfully lead the delivery of phase two of the redevelopment of Clydebank Library (internal fit out)	31-Mar-2020	Gill Graham; David Main
Update cultural programme to reflect capital investment in the museum service, and identify and pursue external funding opportunities as appropriate	31-Mar-2020	Gill Graham; Sarah Christie
Develop proposals for a new museum in the basement of Clydebank Library, and improved use of the Back Door Gallery	31-Mar-2020	Gill Graham; Sarah Christie
Successfully deliver the major improvements at Alexandria Library	31-Mar-2020	Gill Graham; Sarah Christie

Departmental Risk	Current Risk Matrix	Description	Target Risk Matrix	Assigned To
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Departmental Risk	Current Risk Matrix	Description	Target Risk Matrix	Assigned To
Failure to provide a library service to residents		The Council has a statutory duty to provide a "comprehensive and efficient" library service to the residents of West Dunbartonshire. Failure to deliver this would have reputational damage to the Council, place the Council at risk of legal challenge and undermine local people's access to learning, knowledge and key Council supports.		Gill Graham

Performance Indicator	2017/18	2018/19		2019/20	Assigned To
	Value	Value	Target	Target	
Number of visits to/usages of council funded or part funded museums per 1,000 population	89*	Not available	737	620	Gill Graham; Sarah Christie
Number of Library visits per 1,000 population	6,530.5	Not available	6,659	6,659	Gill Graham; David Main
% of residents who feel the Council communicates well with them	69%	Not available	74%	75%	Amanda Coulthard
Residents satisfaction with Council services overall	98%	Not available	75%	80%	Amanda Coulthard



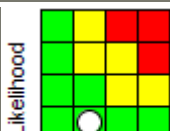
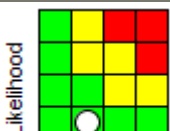
\*In person only visits, methodology now changed to include virtual visits.

Priority
Open, accountable and accessible local government
Objective
Equity of access for all residents

Action	Due Date	Assigned To
Develop digital improvements in the Contact Centre, Housing Repairs, Website and Welfare Fund	31-Mar-2020	Stephen Daly
Further develop and review the online model for Citizens Panel to ensure best value	31-Mar-2020	Amanda Coulthard
Consider staff roles and the locations where we meet our Residents for face to face interactions following the successful integration of Alexandria One Stop Shop and Alexandria Library.	31-Mar-2020	Stephen Daly
Develop digital improvements through self-service machines, direct delivery of books, improved and secure public Wi-Fi, and an increased online library offer	31-Mar-2020	Gill Graham; David Main
Successfully deliver the £421k capital investment across the branch network and finalise the branding improvements at all branches.	31-Mar-2020	Gill Graham; David Main
Develop the strategic vision and work plan for Titan crane to ensure it becomes a key heritage attraction for the area	31-Mar-2020	Gill Graham; Sarah Christie



Action	Due Date	Assigned To
Increase social media audience and engagement through fully embedding as the preeminent means of communicating with communities	31-Mar-2020	Amanda Graham
Provide writing training to council manager responsible for writing reports	31-Mar-2020	Amanda Graham

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

Performance Indicator	2017/18	2018/19		2019/20	Assigned To
	Value	Value	Target	Target	
Percentage of citizens who are satisfied with the Council website	99%	Not available	90%	90%	Jonathan Muir
Percentage of complaints received by the Council that are resolved at Stage 1	93%	Not available	88%	89%	Stephen Daly
Cost per library visit	£3.49	Not available	£1.91	£2.08	Gill Graham; David Main
Cost per museum visit £	£3.27	Not available	£1.40	£3.49	Gill Graham; Sarah Christie
% of adults satisfied with libraries	85.7%	Not available	87.7%	88%	Gill Graham; David Main
% of adults satisfied with museums and galleries	74. 7%	Not available	80.75%	81%	Gill Graham; Sarah Christie
No. of transactions undertaken online	27,713	Not available	26,577	26,943	Stephen Daly; Jonathan Muir
% of residents who report satisfaction with Council publications, reports and documents	49.7%	Not available	55%	56%	Amanda Graham
Percentage of Citizens who feels the Council takes account of residents views	59%	Not available	70%	80%	Amanda Coulthard

Priority
Efficient and effective frontline services that improve the everyday lives of residents
Objective
A committed and skilled workforce

Action	Due Date	Assigned To
Deliver the library employee training and engagement programme funded by SLIC	31-Mar-2020	Gill Graham; David Main
Ensure that a culture of continuous improvement is embedded across Libraries through participation in national improvement schemes, such as the 'How Good is our...' framework	31-Mar-2020	David Main
Undertake Self-Evaluation of the Arts & Heritage service using available methodologies	31-Mar-2020	Sarah Christie
Successfully lead the 'Future Leaders' programme to develop promising employees to the next level of the organisation.	31-Mar-2020	Malcolm Bennie
Carry out biennial council wide employee survey and develop improvement plan based on survey results.	31-Mar-2020	Amanda Graham

Objective
A continuously improving Council delivering best value

Action	Due Date	Assigned To
Ensure robust data and analysis is available to support decision making across all services	31-Mar-2020	Amanda Coulthard
Contribute to the review and development of measures for Census 2021	31-Mar-2020	Amanda Coulthard
Review and embed frameworks which support continuous improvement and best value across the organisation	31-Mar-2020	Amanda Coulthard
Develop proposals for major infrastructure improvements to the Clydebank Town Hall	31-Mar-2020	Malcolm Bennie
Review and relaunch customer service training to all council staff	31-Mar-2020	Stephen Daly

Performance Indicator	2017/18	2018/19		2019/20	Assigned To
	Value	Value	Target	Target	
Percentage of CCC employees who express satisfaction with the Council as a place of work Not available	62%	63%	70%	70%	Amanda Graham
Percentage of Council employees who agree or strongly agree that the Council recognises and values the work that they do	57%	57%	70%	70%	Linda Butler
Communications Culture & Communities-Total FTE Days Lost by FTE Employees	5.29	Not available	6.5	6.5	Malcolm Bennie
% of Local Government Benchmarking Framework performance indicators prioritised by the council that have improved locally	100%	75%	50%	60%	Amanda Coulthard
Percentage of Council employees who express satisfaction with the Council as a place of work	71%	71%	80%	80%	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	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
Citizen & Digital Services	We will answer 90% of all telephone calls to the contact Centre within 2 minutes	% of telephone calls answered within 2 minute as a proportion of all calls answered.
	We will respond to all stage 1 complaints within 5 working days	% of stage 1 complaints responded to within 5 working days.
Libraries & Culture	We will satisfy 95% of requests for items available and in stock within 10 working days	% of requests responded within 10 days as a proportion of requests received
	We will acknowledge 100% of requests for items not in stock within 5 working days.	% of requests responded within 5 days as a proportion of requests received

Performance & Strategy	We will respond to 100% of EIA support requests within 3 working days.	% of requests responded to within 3 working days as a proportion of all requests received.
	We will acknowledge enquiries for new citizen's panel membership within 3 working days.	% of new CP members received and responded to within 3 working days as a proportion of new CP members.
	We will review and acknowledge engaging community framework requests within 3 working days.	% of requests received within 3 working days as a proportion of all requests.

## Appendix 4: Resources

### Communications, Culture & Communities Workforce Plan 2017-2022 – Annual Action Plan 2019-20

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: <ul style="list-style-type: none"> <li>Protecting critical roles (and avoiding associated turnover)</li> <li>Ensuring service priorities are met (recognising impact on workforce capacity in relation to acknowledged areas of increased service demand)</li> <li>Avoiding or minimising risk of voluntary or compulsory redundancy</li> </ul>			
<b>Actions</b>	<b>Person(s) Responsible</b>	<b>Resources Needed</b>	<b>Complete By</b>	<b>Measurement of outcome</b>
Embed culture of continuous improvement and continue development of quality improvement skills across senior managers through utilization of lean/six sigma skills. Relevant projects to be identified and developed.	Malcolm Bennie	OD Team Senior Managers	March 2020	<ul style="list-style-type: none"> <li>Manager Lean Six Sigma training records updated</li> <li>Improved skills</li> </ul>

Complete service reviews to ensure that preferred service delivery models are identified and implemented.	Amanda Graham Gill Graham/Amanda Coulthard Gill Graham/Stephen Daly	Strategic HR Support & Finance Business Partner Support	September 2020	<ul style="list-style-type: none"> <li>Arts &amp; Heritage review complete and implementation underway</li> <li>Review of roles in customers services complete</li> <li>Review of roles in Clydebanks Town Hall complete</li> <li>Suite of service performance indicators</li> <li>Delivery of savings where efficiencies identified</li> </ul>
				<ul style="list-style-type: none"> <li></li> </ul>
Continue monthly review of performance information to ensure service stability and inform any staff training requirements	Malcolm Bennie	Performance and Strategy Business Partner	March 2020 and ongoing	<ul style="list-style-type: none"> <li>Suite of service performance indicators</li> <li>Review at management meetings</li> </ul>
Continue monitoring of satisfaction and complaints and identify any improvement activity	Malcolm Bennie	Performance and Strategy Business Partner & Digital and Customer Services Manager	March 2020 and ongoing	<ul style="list-style-type: none"> <li>Suite of service performance indicators</li> <li>Evidence of service improvement on the back of the complaints information</li> </ul>
Continue to develop	A Graham	Workforce	Ongoing	<ul style="list-style-type: none"> <li>Additional</li> </ul>

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

				<p>complete by 1 April 2018 and new library opening hours agreed at February 2018</p> <p>Corporate Services Committee for implementation in June 2018.</p> <ul style="list-style-type: none"> <li>Income generation being progressed within Corporate Communications and Performance &amp; Strategy</li> </ul>
Work with OD&C to develop input and training to address skills gaps in particular skills to support new digital technologies being used in service delivery	Stephen Daly Amanda Graham Amanda Coulthard Gill Graham	OD & Change Team	March 2020	<ul style="list-style-type: none"> <li>Pulse survey of service area</li> <li>Suite of service performance indicators</li> </ul>
Develop and implement training plan to fill skills gaps that may be identified through self-evaluation exercises that are in progress or still to be completed in the Contact Centre, Libraries, Arts & Heritage & Clydebank Town Hall	Gill Graham/Amanda Coulthard Gill Graham/Stephen Daly Amanda Graham	HR Business Partner  OD & Change Team	July 2019	<ul style="list-style-type: none"> <li>Suite of performance indicators</li> <li>Employee Survey/Pulse Surveys</li> </ul>
Complete self-evaluation	Stephen Daly	Staff time	March	<ul style="list-style-type: none"> <li>Suite of</li> </ul>



improvement plans for One Stop Shop, Communications and Arts & Heritage including roll out of Customer Services training	Amanda Graham	OD & Change	2020	performance indicators <ul style="list-style-type: none"> <li>Employee Survey/Pulse Survey</li> </ul>
Completion of training and engagement programme for front line staff in libraries funded by SLIC	Gill Graham/Stephen Daly	Staff time	March 2020	<ul style="list-style-type: none"> <li>Suite of performance indicators</li> <li>Employee Survey/Pulse Survey</li> </ul>
Develop report writing skills in managers by delivering relevant training	Amanda Graham	OD & Change	March 2020	<ul style="list-style-type: none"> <li>Quality of written reports submitted improves</li> <li>Associated performance indicator</li> </ul>
Continue to embed culture of continuous improvement in Libraries by assessing service against national improvement framework	Gill Graham/Stephen Daly	External Partners	March 2020 and ongoing thereafter	<ul style="list-style-type: none"> <li>Suite of performance indicators</li> <li>Alignment with national framework</li> </ul>
Continue to roll out Future Leaders programme to those who have identified relevant training needs	All	OD & Change	March 2020 and ongoing	<ul style="list-style-type: none"> <li>Employee engagement/pulse survey</li> </ul>

<b>3. Improving resilience within teams</b>				
<b>Strategy</b>	Develop and implement training plan in relation to critical roles			
<b>Expected Outcome</b>	Improved resilience across teams and retention of knowledge and skills associated with critical roles			
<b>Actions</b>	<b>Person(s) Responsible</b>	<b>Resources Needed</b>	<b>Complete By</b>	<b>Measurement of outcome</b>
Continue to develop skills required for delivery of single dependency roles in terms of succession planning	Malcolm Bennie Stephen Daly Amanda Graham Amanda Coulthard	Time	Ongoing	Ongoing review at management meetings

	Gill Graham			
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This section should include core resources information: HR business partner to provide update when available.





- Workforce planning & development (including any identified training programmes / plans)
- Absence
- Workforce profile (headcount, FTE for each service area)

## Finance

The 2019/20 revenue budget for the CCC strategic area is £6.355M. The resources to deliver on this in 2019/20 action plan for CCC are:-

CCC services	Gross expenditure 2019/20	Gross income 2019/20	Net expenditure /(income) 2019/20
Performance & strategy	£414,885	-	£414,885
Communications and marketing	£362,182	£30,675	£331,507
Citizen Services	£1,226,880	-	£1,226,880
Libraries	£1,671,100	£38,585	£1,632,515
Cultural Projects	£593,769	£53,279	£540,490
Clydebank TownHall	£540,224	£211,863	£328,361
Office Accommodation	£1,546,526	-	£1,546,526
<b>Total</b>	<b>£6,355,565</b>	<b>£334,402</b>	<b>£6,021,163</b>

## Appendix 5: Benchmarking Data



	Description	2017/18	RANK	2016/17	RANK	SCOTLAND 2017/18	Directional change in ranking
LGBF	C&L2: Cost Per Library Visit	£3.49	23	£3.17	21	£2.08	
	C&L3: Cost of Museums per Visit	£3.27	12	£1.67	6	£3.49	
	C&L5a: % of adults satisfied with libraries	85.67%	4	84.33%	6	73%	
	C&L5c: % of adults satisfied with museums and galleries	74.67%	9	77.67%	9	70%	



# CCC - 2018/19 Cultural Services Delivery Plan Year-end report



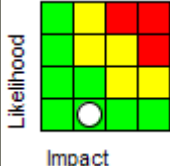
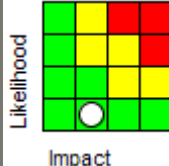
Objective
Strong and active communities

Action	Status	Progress	Due Date	Comments	Assigned To
Increase social media audience (to 33%) and engagement (to 1.5m) across each platform through continually evaluating our approaches to social media and responding to social media trends and evolution		<div><div></div></div> 80%	31-Mar-2019	Good progress has been made with growth in audience achieved across every platform. The only outstanding action was a commitment to increase the use of video content, gifs and graphic design software. This was due to workload pressures and competing demands in the team. This activity will now be included in the 19/20 action plan.	Amanda Graham
Secure external funding to progress development plan (cultural programme)		<div><div></div></div> 100%	31-Mar-2019	This action has progressed as planned with officers scoping out a range of funding opportunities.	Gill Graham, Sarah Christie

Departmental Risk	Current Risk Matrix	Description	Target Risk Matrix	Assigned To
Failure to promote engagement with culture		Risk to decreasing public access to and participation in cultural activities & events such as exhibitions, concerts, heritage visits and creative learning activities		Gill Graham






Priority
Open, accountable and accessible local government

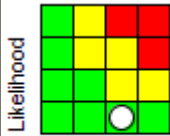
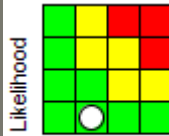
Objective
Equity of access for all residents

Departmental Risk	Current Risk Matrix	Description	Target Risk Matrix	Assigned To
Citizens and communities		The risk is that the Council does not establish or maintain positive communications with local residents and the communities it represents		Amanda Coulthard; Amanda Graham


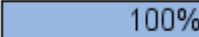

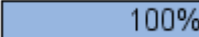


Priority
Efficient and effective frontline services that improve the everyday lives of residents

Objective
A committed and skilled workforce

Action	Status	Progress	Due Date	Comments	Assigned To
Provide communications training to Council managers		<div><div>33%</div></div>	31-Mar-2019	Due to competing demands within the Corporate Communications team this activity did not progress as planned. It will be continued into 19/20.	Amanda Graham
Ensure a focus on support, training and development for employees across the service		<div><div>100%</div></div>	31-Mar-2019	This action has been completed as planned with senior managers trained in process improvements, PDPs and Be The Best conversations undertaken, the pulse survey delivered, and a pathway for library staff to develop themselves being mapped out	Malcolm Bennie
Put in place a monthly written update for all employees in the service		<div><div>100%</div></div>	31-Mar-2019	This action has been delivered through the introduction on a monthly blog issued to all CCC employees	Malcolm Bennie
Ensure regular senior management team attendance at team meetings to ensure strong cascade of information and opportunities for engagement		<div><div>100%</div></div>	31-Mar-2019	This action has been delivered as planned.	Malcolm Bennie
Implement priority actions developed to support being 21st Century Public Servants.		<div><div>100%</div></div>	31-Mar-2019	This action has been delivered as planned. Good progress was made on income generation opportunities at the Town Hall, and in Commercial Waste. A wide range of external visits to other Councils was undertaken by senior officers within CCC. Senior management also undertook a range of face-to-face engagement sessions with frontline employees across CCC.	Malcolm Bennie

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

Icon	Name
	A continuously improving Council delivering best value

Action	Status	Progress	Due Date	Comments	Assigned To
Explore opportunities to generate income for the Council through delivering services and offering support and expertise to external organisations			31-Mar-2019	This action was delivered as planned with Communications providing social media support and expertise to WD Leisure, and an SLA is in place for one year.	Amanda Graham
Review operating model at Clydebank Town Hall with a focus on income generation			31-Mar-2019	A revised scale of charges was successfully introduced and projected income will increase this financial year as a result. A new Town Hall website has been developed and is live. In addition a new venue dressing service has been launched and is also proving popular. In addition the internal team are now running their own bar service which is bringing in additional income.	Amanda Graham
Deliver a refreshed strategy for Culture & Library Services			31-Mar-2019	The new Library and Culture structure was introduced in 2018/19 and delivered savings at the same time as maintaining high satisfaction ratings. A 2-year rolling cultural programme was also developed and introduced. Approval was given to transform the first floor of Alexandria Library, and officers are also developing proposals for a museum at Clydebank Library.	Gill Graham