

Agenda



Infrastructure, Regeneration and Economic Development Committee

Date: Wednesday, 15 June 2016

Time: 10:00

Venue: Committee Room 3,
Garshake Road, Dumbarton

Contact: Nuala Quinn-Ross, Committee Officer
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Dear Member

Please attend a meeting of the **Infrastructure, Regeneration and Economic Development Committee** as detailed above. The business is shown on the attached agenda.

Yours faithfully

JOYCE WHITE

Chief Executive

Distribution:-

Councillor Patrick McGlinchey (Chair)
Councillor David McBride (Vice Chair)
Councillor Gail Casey
Councillor William Hendrie
Councillor Marie McNair
Councillor John Mooney
Councillor Ian Murray
Councillor Tommy Rainey
Councillor Gail Robertson
Councillor Martin Rooney
Councillor Kath Ryal
Councillor Hazel Sorrell

All other Councillors for information

Chief Executive
Strategic Director of Regeneration, Environment and Growth

Date of Issue: 2 June 2016

**INFRASTRUCTURE, REGENERATION AND ECONOMIC
DEVELOPMENT COMMITTEE**

WEDNESDAY, 15 JUNE 2016

AGENDA

1 APOLOGIES

2 DECLARATIONS OF INTEREST

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

3 MINUTES OF PREVIOUS MEETING 1 - 6

Submit, for approval as a correct record, Minutes of Meeting of the Infrastructure, Regeneration and Economic Development Committee held on 16 March 2015.

4 PERFORMANCE REPORT 2015-2016 7 - 28

Submit report by the Strategic Director - Regeneration, Environment and Growth providing details of the department's end of year progress in meeting corporate and departmental objectives set out in the Housing, Environmental and Economic Development Departmental Plan 2015-16.

5 REGENERATION DELIVERY PLAN 2016-2017 29 - 50

Submit report by the Strategic Lead – Regeneration setting out the Delivery Plan for the new strategic area of Regeneration.

6 NEIGHBOURHOOD AND ENVIRONMENT DELIVERY PLAN 2016-2017 51 - 71

Submit report by the Strategic Lead – Neighbourhood and Environment setting out the delivery plan for the new strategic area of Neighbourhood and Environment.

- 7 BALLOCH CHARRETTE 73 - 82**
- Submit report by the Strategic Lead – Regeneration advising of the outcome of the Balloch charrette.
- 8 QUEENS' QUAY, CLYDEBANK 83 - 89**
- Submit report by the Strategic Lead – Regeneration providing an update on the progress made at the Queens' Quay regeneration development.
- 9 PAPPERT WINDFARM 91 - 94**
- Submit report by the Strategic Lead – Regeneration advising of changes in onshore wind financial support and the implications for the Council's proposed wind farm project.
- 10 COMMUNITY ASSET TRANSFER POLICY AND PROCEDURES 95 - 205**
- Submit report by the Strategic Lead – Regeneration providing an update on West Dunbartonshire Council's Community Asset Transfer Policy and Procedures.
- 11 CLYDEBANK CARE HOME TENDER PROCESS AND AWARDING OF CONTRACT 207 - 212**
- Submit report by the Strategic Director - Regeneration, Environment and Growth and the Chief Officer - WDC Health & Social Care Partnership requesting that delegated authority be granted to the Strategic Director - Regeneration, Environment & Growth to tender and award contracts for Clydebank Care Home and that retrospective authority be granted to appoint Consultants in order to support the in-house Project Team deliver the project.
- 12 HOUSING, ENVIRONMENTAL AND ECONOMIC DEVELOPMENT ATTENDANCE MANAGEMENT: ANNUAL RESULT 2015/16 213 - 217**
- Submit report by the Strategic Director - Regeneration, Environment and Growth advising on attendance within Housing, Environmental and Economic Development and provide a summary of the annual absence statistics.
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**INFRASTRUCTURE, REGENERATION AND ECONOMIC
DEVELOPMENT COMMITTEE**

At a Meeting of the Infrastructure, Regeneration and Economic Development Committee held in the Council Chamber, Clydebank Town Hall, Dumbarton Road, Clydebank on Wednesday 16 March 2016 at 2.00 p.m.

Present: Councillors William Hendrie, David McBride, Patrick McGlinchey, Marie McNair, John Mooney, Ian Murray, Tommy Rainey*, Gail Robertson, Martin Rooney and Kath Ryall.

*Arrived later in the meeting.

Attending: Richard Cairns, Executive Director of Infrastructure and Regeneration; Peter Barry, Head of Customer and Community Services; Ronnie Dinnie, Head of Neighbourhood Services; Jim McAloon, Head of Regeneration and Economic Development; John Kerr, Housing Strategy Manager; Michael McGuinness, Economic Development Manager; Pamela Clifford, Planning & Building Standards Manager; Stuart Gibson, Asset Co-ordinator; Alan Douglas, Manager of Legal Services and Nuala Quinn-Ross, Committee Officer, Legal, Democratic and Regulatory Services.

Apologies: Apologies for absence were intimated on behalf of Councillors Gail Casey and Hazel Sorrell.

Councillor Patrick McGlinchey in the Chair

DECLARATIONS OF INTEREST

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

MINUTES OF PREVIOUS MEETING

After discussion and having heard the Head of Neighbourhood Services in answer to Members' questions, the Minutes of Meeting of the Infrastructure, Regeneration and Economic Development Committee held on 25 November 2015 were submitted and approved as a correct record.

Note:- Councillor Rainey arrived during discussion of the above item of business.

REGENERATION FUND

A report was submitted by the Head of Regeneration and Economic Development seeking approval to endorse the key operating principles of the £12.4M Regeneration Fund.

After discussion and having heard the Head of Regeneration and Economic Development and the Head of Neighbourhood Services in further explanation of the report and in answer to members' questions, the Committee agreed:-

- (1) to approve the key operating principles of the new Regeneration Fund; and
- (2) to note that all proposals for Regeneration Fund support would be submitted to the Committee for approval.

OUR LADY AND ST PATRICKS HIGH SCHOOL REPLACEMENT: AUTHORITY TO PROCEED TO FINANCIAL CLOSE

A report was submitted by the Head of Regeneration and Economic Development:-

- (a) providing information on the scope, nature, commercial terms and financial consequences of the proposed Design Build Finance and Maintain Contract ("DBFM"); and
- (b) seeking approval for officers to proceed to Financial Close of the Contract.

After discussion and having heard the Executive Director of Infrastructure and Regeneration further explanation of the report, the Committee agreed:-

- (1) to note the progress to date on the development of the new Our Lady and St Patrick's High School (OLSP);
- (2) to note the nature of the proposed design and build, finance maintenance agreement ("DBFM") and ancillary documents as listed within paragraph 2.8 of the report and to acknowledge that these documents facilitate the delivery of educational facilities as incidental to the discharge of the Council's function as education authority in accordance with the statutory provisions conferring this function within Sections 1, 6 and 17 of the Education (Scotland) Act 1980, as amended, and Section 123 of the Local Government (Scotland) Act 1973, as amended;
- (3) that the Council has the statutory powers to enter into the DBFM and ancillary documents in pursuance with such statutory provisions;
- (4) to note the financial implications of the proposed DBFM identified within paragraphs 4.8 to 4.15 of the report, and that these will be built into future budgeting processes;

- (5) to note that the expected build cost of the school of £25.910m would be funded through revenue funding from the Scottish Government over the 25 year life of the DBFM contract;
- (6) to note that the Council will invest up to £0.296m by way of subordinated debt, in the project, and that the Council will invest £1, being 10% of the shares in Hold Co(No 4) Limited;
- (7) that authority be delegated to the Head of Legal, Democratic and Regulatory Services to agree the final terms of the DBFM in consultation with relevant officers and agree the execution, delivery and performance of the Contract Documents (as described in paragraph 2.8 of the report);
- (8) that Peter Hessel, Head of Legal, Democratic and Regulatory Services, Alan Douglas, Manager of Legal Services, Sally Michael, Raymond Lynch and Nigel Ettles, all Section Heads within Legal Services, or their successors in office, be authorised to execute the DBFM and ancillary documents listed below on behalf of the Council;
- (a) the Funder Direct Agreement;
 - (b) the Contractor's Collateral Agreement;
 - (c) the Service Provider Collateral Agreement;
 - (d) the Independent Tester Contract;
 - (e) the Insurance Proceeds Account Agreement;
 - (f) the Key Subcontractor Collateral Warranties;
 - (g) the Professional Team Collateral Warranties;
 - (h) the Intercreditor Agreement; and
 - (i) any additional documentation relating to the Contract to which West Dunbartonshire Council is required to be a party (the "Contract Documents").
- (9) to note that the DBFM and the Funder Direct Agreement shall be certified contracts within the meaning of Section 2 of the Local Government (Contracts) Act 1997 (the "1997 Act") and shall meet the certification requirements within Section 3 of the 1997 Act and that the said Peter Hessel, Alan Douglas, Sally Michael, Raymond Lynch and Nigel Ettles, are duly authorised to sign and issue the certificate in terms of the 1997 Act;
- (10) to confirm the Contract has met all approval requirements such that when executed and delivered by the Council, the project documents will form binding contracts, fully enforceable against the Council; and
- (11) that Stephen West, Head of Finance and Resources and Craig Jardine, Capital Investment Programme Manager, be confirmed as the Council nominated director and alternate director respectively, to the Boards of Directors of hWS Project Co (No. 4) Limited and Hold Co (No.4) Limited.

TRANSFER OF THE FORMER ST ANDREW'S HIGH SCHOOL SITE, CLYDEBANK TO THE COUNCIL'S HOUSING REVENUE ACCOUNT

A report was submitted by the Head of Regeneration and Economic Development seeking approval for the proposed transfer of the site of the former St Andrew's High School, Clydebank from the General Services Account (GSA) to the Housing Revenue Account (HRA).

After discussion and having heard officers in further explanation of the report and in answer to members' questions, the Committee agreed:-

- (1) to approve the transfer of the former St Andrew's High School site from the GSA to the HRA for a consideration of £200,000 (Two Hundred Thousand Pounds);
- (2) that authority be delegated to the Executive Director of Infrastructure and Regeneration to conclude the transfer; and
- (3) to note the change in the proposed development of the former Braidfield site to one hundred percent private residential development.

FORMER ST EUNANS PRIMARY SCHOOL SITE, CLYDEBANK

A report was submitted by the Head of Regeneration and Economic Development:-

- (a) advising of the outcome of recent studies undertaken at the former St Eunan's Primary School site in Clydebank; and
- (b) seeking agreement to consult the local community on potential options for the site's future use.

After discussion and having the Head of Regeneration and Economic Development and the Head of Customer and Community Services in further explanation of the report and in answer to members' questions, the Committee agreed:

- (1) to note the outcome of the site investigations and options appraisal study for the former St Eunan's Primary School site;
- (2) that consultation with the local community on potential options for the site's future use be undertaken, the results of which would be the subject of a further report to Committee; and
- (3) that the Community Planning Partnership (CPP) through the 'Your Community' initiative would lead on the consultation with the local community supported by the Regeneration Team.

PREFERRED BIDDER FOR MITCHELL WAY REDEVELOPMENT SITE, ALEXANDRIA

A report was submitted by the Head of Regeneration and Economic Development:-

- (1) advising of the outcome of a recent tender for the Mitchell Way redevelopment site in Alexandria; and
- (2) seeking agreement to select the preferred bidder and to conclude the disposal transaction.

After discussion and having heard officers in further explanation of the report and in answer to members' questions, the Committee agreed:-

- (1) to note the outcome of the tendering process and that CCG (Scotland) Limited/Kingsmead Developments be selected as the preferred developer;
- (2) that authority be delegated to the Head of Legal, Democratic and Regulatory Services to conclude the disposal transaction by long-term development agreement, subject to such legal conditions that are considered appropriate; and
- (3) to note the estimated timescales for the demolition of 30-40 Mitchell Way.

BUSINESS GATEWAY CONTRACT FOR WORKSHOPS AND EXPERT HELP

A report was submitted by the Head of Regeneration and Economic Development seeking approval to secure workshops and expert help services to be delivered on behalf of the Council's Business Gateway service.

After discussion and having heard the Manager of Economic Development in further explanation of the report and in answer to members' questions, the Committee agreed:-

- (1) to approve the expenditure of up to £130,000 over an 18 month period from 1 April 2016 to 30 September 2017 to provide specialist workshops and expert help on behalf of the Business Gateway service; and
- (2) that authority be delegated to the Executive Director of Infrastructure and Regeneration to accept the most economically advantageous tender received and appoint a successful tenderer.

ATTENDANCE MANAGEMENT: QUARTER 3 - 2015/16

A report was submitted by the Executive Director of Infrastructure and Regeneration advising on attendance within Housing, Environmental and Economic Development (HEED) and providing a summary of the Quarter 3 absence statistics.

Having heard the Executive Director of Infrastructure and Regeneration in further explanation of the report the Committee agreed to note the content of the report and the attendance results for the year, namely a decrease of 537 FTE days lost (11.5%) compared to the same period last year.

**INFRASTRUCTURE, REGENERATION & ECONOMIC DEVELOPMENT
BUDGETARY CONTROL REPORT 2015/16 TO PERIOD 10 (31 JANUARY 2016)**

A report was submitted by the Executive Director of Infrastructure and Regeneration providing an update on the financial performance to 31 January 2016 (Period 10) of those services under the auspices of the Infrastructure, Regeneration & Economic Development Committee.

The Committee agreed:-

- (1) to note the contents of the report which shows the revenue budget forecast to underspend against budget by £0.489m (1.7%) at the year-end;
- (2) to note the net projected annual capital underspend of £14.834m (35.45%), of which £14.988m (35.82%) relates to project rephasing and an in-year overspend of £0.154m (less than 1%); and
- (3) to note the progress on savings incorporated into budgets for 2015/16.

The meeting closed at 3.06 p.m.

WEST DUNBARTONSHIRE COUNCIL

Report by Strategic Director of Regeneration, Environment and Growth

Infrastructure, Regeneration and Economic Development Committee: 15 June 2016

Subject: Performance Report 2015-2016

1. Purpose

- 1.1** The purpose of this report is to provide details of the department's end of year progress in meeting corporate and departmental objectives set out in the Housing, Environmental and Economic Development Departmental Plan 2015-16.

2. Recommendations

- 2.1** The Housing, Environmental and Economic Development Departmental Plan for 2015-16 was implemented on the 1 April 2015 with a reviewed and refreshed Departmental Plan 2015-16 submitted for approval to the Infrastructure, Regeneration and Economic Development Committee on 17 June 2015. A significant number of actions to deliver corporate and departmental objectives have been completed as planned and there has been progress in meeting the targets set for the PIs.
- 2.2** The Committee is invited to consider and note the relevant contents of this report.

3. Background

- 3.1** The Performance Management Framework requires all Directorates to monitor, review and formally report their departmental plan's performance to the relevant committee on a twice yearly basis with this being the end of year report.
- 3.2** In addition, Elected Members receive a progress update each quarter by e-mail in the form of a report generated by the covalent risk and performance management system.
- 3.3** Monitoring of the Departmental Plan has taken place during Senior Management Team meetings. At these meetings progress of the actions and performance indicators contained within the Plan are reported with details on corporate complaints received, Freedom of Information requests and absence statistics also being monitored.
- 3.4** The Housing, Environmental and Economic Development Strategic Plan 2015-16 covers the work of the wider directorate. However, this plan reports to two separate committees; IRED and Housing & Communities. As appropriate performance reports produced with relevant information from Housing services to the Housing and Communities Committee. All other service areas covered by the Housing Environmental and Economic Development directorate are reported through the Infrastructure, Regeneration and Economic Development Committee.

4. Main Issues

- 4.1 Appendix 1 sets out the progress of the performance indicators contained within the Housing, Environmental and Economic Development Departmental Plan 2015-16.
- 4.2 During the development of the Departmental Plan 2015-16, the Strategic Director and Strategic Leads participated in a development session to identify the major issues for the department in 2015-16. These issues are linked to each of the West Dunbartonshire Councils priorities as contained within the West Dunbartonshire Councils Strategic Plan 2012-17.

The table below shows the major priorities and key achievements identified against the 3 key areas within the Housing, Environmental and Economic Development Plan 2015-16.

Key Area identified for 2015/16	Key Achievements
The development and investment in good quality housing that meets the needs of our communities now and in the future	<ul style="list-style-type: none">• Maximised the delivery of new affordable housing in West Dunbartonshire. The Council delivered 91 new homes for social rent in West Dunbartonshire in Clydebank and Dumbarton, including 37 new council homes for rent which met the new West Dunbartonshire affordable housing design standard providing exemplar low energy costs for the new tenants• Developed housing led regeneration plans across West Dunbartonshire• West Dunbartonshire Council was the first authority to introduce a design standard for affordable housing• The Strategic Partnership with the Scot Govt and Renfrewshire Council through the Homes Again West empty homes initiative has resulted in 40 empty homes in the private sector being brought back into use in West Dunbartonshire• Continued to work in partnership to reduce homelessness across West Dunbartonshire resulting in a reduction by 40% in the last 5 years• Tenants customer satisfaction rose by 19% in the last 3 years• Reduced the number of empty properties across West Dunbartonshire and introduced interventions such as annual tenant visits aimed at identifying tenants who need advice and support to remain in their homes• Our strategic partnership with Wheatley Group delivered a further 54 new social rented homes in 2015/16 at Beardmore Place, Clydebank. This partnership has now expanded and plans are in place to deliver in total 520 new homes by 2021.





Key Area identified for 2015/16	Key Achievements
	<ul style="list-style-type: none"> • Met the Scottish Housing Quality Standard within the delivery of our Housing Capital Investment Programme which in 2015/16 delivered the following:- <ul style="list-style-type: none"> ○ 220 kitchen renewals ○ 140 bathroom renewals ○ 365 heating replacements ○ 670 window and door replacements ○ 257 new roof replacements ○ 232 insulated render upgrades
Facilitating regeneration to improve the economy in West Dunbartonshire	<ul style="list-style-type: none"> • Full design and conclusion of financial close for both Kilpatrick ASN Secondary and Bellsmyre co-location Primary School. • Completed new school design for OLSP and funding package agreed with Scottish Futures Trust • Completed the design and tender of the new Dumbarton Office • Concluded the new Workshops in Vale of Leven Industrial Estate; first new development in WDC since 1980's, 13500 sqft development with 13 units • Designed, procured and managed delivery of Alexandria Mitchell Way Town Centre upgrade • Designed and/or managed various social housing units at Clydebank and Dumbarton inclusive of; <ul style="list-style-type: none"> ○ Brucehill – 37 units cost of £3.6m ○ Bellsmyre – 36 units cost of £4m ○ Granville Street – 33 units cost of £3.5m • Designed, procured and refurbished the new Lennox Primary School and St Ronan's Primary School • Disposed of the following properties; <ul style="list-style-type: none"> ○ Ramsay House Risk Street - £305,000 ○ Renton EECC to VoLAAF for day centre use ○ Unit occupied by Vance Engineering with development land to secure jobs and allow expansion - £250,000 • Facilitated a variety of energy efficiency projects from zoning heating controls to conversions of boiler from oil to gas resulting in savings estimated at £102,958 • The target of 1,000 jobs in 1,000 days was achieved on 28th April 2015 well ahead of the target at 440 days giving a total 2,000 jobs in 1,100 days • Successful launch of Working 4 Business in June 2015 leading to improved partnership collaboration for business support. • Agreed an access agreement for Exxon from site owners to allow us to progress studies on the site.

Key Area identified for 2015/16	Key Achievements
	<ul style="list-style-type: none"> • Urban Strategy for Dumbarton commissioned for future use options for Glencairn House and Dumbarton Central Station project • Charrette Action Plans for Clydebank and Dumbarton Rock and Castle approved. This includes the Dumbarton Waterfront Walkway and Clydebank A814 Project. • Developed and implemented a new Economic Development Strategy • Successfully integrated the Business Gateway service with the Council's Business Support service • Obtained strategic intervention approval for £210,000 ERDF funding for Business Gateway Plus programme • Planning permission agreed for Queens Quay with overall project progressing as scheduled
Delivering core services in and across our neighbourhoods that support the wellbeing of our communities	<ul style="list-style-type: none"> • Delivery of new all-weather 3G sports pitches at East End Park and Argyll Park. This investment of £900,000 was a result of successful match funding bids to Sportscotland and Cashback for Communities of £400,000 • New play areas installed at Wylie Park, Thistlebank and New Street, Duntocher • Designed and developed the New Dumbarton Cemetery under budget and on time. The critically acclaimed design will provide Dumbarton with a sustainable burial environment • Finalist in COSLA Excellence Awards for the 'Do the Right Thing' litter campaign. We are guaranteed a silver award with the gold award winner being announced in October 2016 • Identified by APSE in December 2015 as one of the most improved Building Cleaning Services in the UK • Greenspace was shortlisted as one of the 6 best performers in the UK for grounds maintenance and street cleaning at the APSE Service Awards • Implemented the 2015/16 vehicle replacement/capital investment programme ensuring that the Council's vehicle fleet remains fit for purpose • Evaluated the pool cars trial at Garshake Road and recommended all electric (EV) pool cars at the main administrative centres to replace reimbursable business travel by staff • Increased the capture of recyclable waste from tenemental housing by 39% by changing the service to alternate weekly collection system • Introduced a weekly food waste collection service for

Key Area identified for 2015/16	Key Achievements
	<p>all high rise housing blocks (3,000 households) resulting in 1 tonne of food waste per week, that previously disposed of at landfill</p> <ul style="list-style-type: none"> • Secured £50,000 of external funding to introduce 'Recycling On The Go' containers in the three main town centres (Alexandria, Clydebank, Dumbarton) and Balloch village and at all secondary schools • Negotiated a 4 year waste treatment contract with Barr Environment (effective from 1st April 2015) that will deliver annual savings of over £200,000 • Successfully completed the delivery of £1.5m crematorium upgrade. The crematorium was operational during the 30 week programme. The project will deliver a 30% reduction in energy costs together with a net saving on environment surcharges of £80,000 per annum. • Stage one pass for funding applications to the Heritage Lottery Fund and Sportscotland for projects at Levensgrove Park and Posties Park with potential investment of £5.2m • Converted over 15,000 of the 16,000 street lights to LED lanterns which will save over 65% on electrical power costs, 40% saving on future maintenance and reduced carbon dioxide outputs • Knowle Burn Prevention Scheme fully implemented in 2015 • Improved accessibility at over 40 bus stops and improved or introduced an additional 1km of cycle paths

Housing, Environmental and Economic Development Strategic Plan – Performance Indicators

- 4.3** During the development of the Strategic Plan 2015-16, the Strategic Director and Strategic Leads identified the major issues for the department going forward. To address these issues 29 key performance indicators were developed inclusive of indicators from the WDC Strategic Plan 2012-17, Local Government Benchmarking Framework indicators (SPI 1/2/3) relevant to the department and local performance indicators identified by the Senior Management Team.
- 4.4** Of the 29 indicators, 5 met or exceeded the target and 5 just missed the target. 3 indicators have significantly missed their target. It has not been possible to assess the performance of 16 indicators at this present time as end of year data is not available.

	Performance of PI's
Met or Exceed Target 	5
Just missed Target 	5
Missed target 	3
Unable to calculate 	16
Total	29

4.5 The 5 PI's which met their target are:-

- Number of new build social housing for rent
- The number of incidences of homelessness in West Dunbartonshire is reduced – presentations
- Percentage of council buildings in which all public areas are suitable for and accessible to disabled people
- Proportion of operational buildings that are suitable for their current use %
- Proportion of internal floor area of operational buildings in satisfactory condition %

4.6 The 5 PIs which just missed their target are:-

- Number of businesses given advice and assistance to start up through Business Gateway
- Overall percentage of road network that should be considered for maintenance treatment
- % of total household waste that is recycled
- Number of attendances per 1,000 population for indoor sports and leisure facilities
- % HEED's employees who have a PDP in place

4.7 The 3 PIs which missed their target are:-

- Total FTE Days lost by FTE employees
- Gross rent arrears (all tenants) as at 31 March each year as a percentage of rent due for the reporting year
- No. of complaints received for HEED services

4.8 While 5 PI's just missed their target, it is worth noting the performance of these 5 indicators was within 15% of the target value. In addition, 2 of the indicators have shown an improvement on last year's performance. Those indicators which have shown an improvement are:-

- Overall percentage of road network that should be considered for maintenance treatment
- % of total household waste that is recycled

4.9 The following PIs cannot yet be reported as data is not yet available:-

Indicator	When data will be available
3 year survival rate (%) of new business starts	December 2016
Percentage of all people aged 16-64 years in employment	June 2016
Tenancy sustainment levels in West Dunbartonshire are increased	June 2016
Percentage of council houses that are energy efficient %	June 2016
% of HEED's employees who express satisfaction with the Council as a place of work	N/A alternative information available via the Employee Survey results 2015.
Tonnage of carbon dioxide emissions from Council operations and assets	August 201
% of council dwellings that meet the Scottish Housing Quality Standard	June 2016
% of General Service Budget spent against profile	June 2016
% of General Services Capital Budget spent against profile	June 2016
% HRA Budget spent against profile (expenditure)	June 2016
% of HRA Capital Budget spent against profile	June 2016
Net waste collection cost per premises	July 2016
New waste disposal cost per premises	July 2016
Road maintenance cost per kilometre £	June 2016
% of council rent that was lost due to houses remaining empty	June 2016
% of adults satisfied with parks and open spaces	February 2017

5. People Implications

5.1 There are no people implications relating to this report.

6. Financial Implications

6.1 There are no financial issues relating to this report.

7. Risk Analysis

7.1 There is a risk that performance will decline without adequate scrutiny by Senior Management and Elected Members

8. Equalities Impact Assessment (EIA)

- 8.1** An equalities impact assessment is not appropriate as this report is a performance review of the Housing, Environmental and Economic Development Departmental Plan.

9. Consultation

- 9.1** No consultation has been undertaken for this report.

10. Strategic Assessment

- 10.1** The actions contained within the Plan support the Council's strategic priorities.

Richard Cairns

Strategic Director of Regeneration, Environment and Growth

Date: 15 June 2016

Person to Contact: Emma MacPherson
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Appendix: Appendix 1: Progress Report of Housing, Environmental and Economic Development Departmental Plan 2015-16

Background Papers: Housing, Environmental and Economic Development Departmental Plan 2015-2016

Performance Management Framework

Wards Affected: All

HEED Strategic Plan 2015-2016

Q4 and Year End Report 2015-16

Generated on: 10 May 2016



Icon	Name
	1 Social Mission

Icon	Name
	Improve economic growth and employability







Short Name	Q4 2014/15	Q1 2015/16	Q2 2015/16	Q3 2015/16	Q4 2015/16						2015/16						2016/17	Assigned To
	Value	Value	Value	Value	Value	Target	Status	Long Trend	Short Trend	Note	Value	Target	Status	Long Trend	Short Trend	Note	Target	
Number of businesses given advice and assistance to start up through Business Gateway	66	61	44	29	47	50				The final figure against our Start-up support as part of Business Gateway came in at 181 against a target of 200. This last quarter saw a significant push to achieve this, however this fell slightly short. A good result in terms of comparison with our peers and Customer Relationship Management (CRM) problems experienced which have now been rectified. Various measures have been undertaken to increase the number of volume starts including increased local advertising, improved links with local banks and referral partners and additional availability of workshops and one to one adviser meetings.	181	200				In 2015/16 the final figure against our Start-up support as part of Business Gateway came in at 181 against a target of 200. A good result in terms of comparison with our peers and considering the problems experienced with the launch of the new Customer Relationship Management system for Business Gateway which have now been rectified. Various measures have been undertaken to increase the number of volume starts including increased local advertising, improved links with local banks and referral partners and additional availability of workshops and one to one adviser meetings.	200	Gillian Scholes

Short Name	Q4 2014/15	Q1 2015/16	Q2 2015/16	Q3 2015/16	Q4 2015/16						2015/16						2016/17	Assigned To
	Value	Value	Value	Value	Value	Target	Status	Long Trend	Short Trend	Note	Value	Target	Status	Long Trend	Short Trend	Note	Target	
3 year survival rate (%) of new business starts	Not measured for Quarters											64%				56.8 % of the businesses started in West Dunbartonshire in 2011 have survived until 2014. The figure for 2015/16 will be available in December 2016.	65%	Gillian Scholes
Percentage of all people aged 16-64 years in employment	67.2 %	66%	67.9 %	68.4 %		69%				Updated NOMIS figures are not yet available for Q4 we estimate that data will be available from NOMIS by the end of May. Business Support and Employability are making every effort through working with partners in contributing towards improving the employment position. This macro measurement is unlikely to be addressed by WDC in isolation.		69%				Updated NOMIS figures are not yet available for 2015/16 we estimate that data will be available from NOMIS June 2016. The most up to date Nomis figure for Oct 2014-September 2015 is 68.4%. Business Support and Employability are making every effort through working with partners in contributing towards improving the employment position. This macro measurement is unlikely to be addressed by WDC in isolation.	70%	Michael McGuinness


Icon	Name
	Improve local housing and environmentally sustainable infrastructure







Short Name	Q4 2014/15	Q1 2015/16	Q2 2015/16	Q3 2015/16	Q4 2015/16						2015/16						2016/17	Assigned To
	Value	Value	Value	Value	Value	Target	Status	Long Trend	Short Trend	Note	Value	Target	Status	Long Trend	Short Trend	Note	Target	
Number of new build social housing for rent	Not measured for Quarters										91	70				Target met. 91 new build homes for social rent have been completed in West Dunbartonshire during 2015/16. Two schemes completed during the year: 54 units at Beardmore Place, Dalmuir (Cube HA) and 37 units at Brucehill, Dumbarton (WDC). This exceeds our annual target and highlights that our Strategic Housing Investment Plan is continuing to deliver on its objectives.	70	John Kerr 2

Short Name	Q4 2014/15	Q1 2015/16	Q2 2015/16	Q3 2015/16	Q4 2015/16					Note	2015/16					Note	2016/17	Assigned To
	Value	Value	Value	Value	Value	Target	Status	Long Trend	Short Trend		Value	Target	Status	Long Trend	Short Trend		Target	
The number of incidences of homelessness in West Dunbartonshire is reduced - presentations	280	274	282	230	336	305				Annual target met. Our strategic and operational approach to tackling homelessness continues to deliver positive results in reducing the number of incidences of homeless in West Dunbartonshire, where there has been a downward trend over the past 7 years. We will continue to develop our approach based on analysis of the key drivers of homelessness and the restructure of our homelessness service and refresh of our homelessness strategy will be embedded 2016/17 is aimed at providing a more preventative approach and further reducing the levels of homelessness within the Council area.	1,122	1,218				Annual target met. Our strategic and operational approach to tackling homelessness continues to deliver positive results in reducing the number of incidences of homeless in West Dunbartonshire, where there has been a downward trend over the past 7 years. We will continue to develop our approach based on analysis of the key drivers of homelessness and the restructure of our homelessness service and refresh of our homelessness strategy will be embedded 2016/17 is aimed at providing a more preventative approach and further reducing the levels of homelessness within the Council area.	1,157	John Kerr 2
Tenancy Sustainment levels in West Dunbartonshire are increased	85%	89%	85%	87%		91.3 %				This indicator is part of the Scottish Social Housing Charter return to the Housing Regulator and validated data will not be available until June 2016		91.3 %				This indicator is part of the Scottish Social Housing Charter return to the Housing Regulator and validated data will not be available until June 2016	91.3 %	John Kerr 2
RL1v: Overall percentage of road network that should be	Not measured for Quarters										35.43%	35%				The 2015/16 audited figure based on the two year conditioning value has been confirmed as 35.43%. Therefore the figure for the overall	35%	Jack McAulay

Short Name	Q4 2014/15	Q1 2015/16	Q2 2015/16	Q3 2015/16	Q4 2015/16						2015/16						2016/17	Assigned To
	Value	Value	Value	Value	Value	Target	Status	Long Trend	Short Trend	Note	Value	Target	Status	Long Trend	Short Trend	Note	Target	
considered for maintenance treatment																percentage of the road network that should be considered for maintenance treatment increased slightly in 2015/16 compared to the 2014/15 figure of 34.63%. This result narrowly missed the target of 35% set for the year. This highlights the need to ensure adequate funding for road maintenance as the condition of the road network has been broadly maintained at a steady state condition following additional £1m. funding support in 2014/15. Future capital funding has an allocated £1m. additional funds for road reconstruction in future years. This will ensure that this figure will continue to meet our target.		
% of total household waste that is recycled	40.3 %	48.9 %	50.2 3%	44.4 %	44.7 %	53%				This figure is subject to finalisation of Q4 waste data and verification by Waste Data Flow. Final verification of our Waste Data Flow returns to SEPA take a minimum of 6 months A number of service improvements have been implemented during 2015/16 to enhance the recycling performance. The improvements include; Implementation of the alternate weekly collection system at tenemental housing to encourage householders	47.0 5%	53%				Notional target - 50% target set by Scottish Government for 2013 and 60% target set for 2020.No targets yet set for intervening years This figure is subject to finalisation of Q4 waste data and verification by Waste Data Flow. Final verification of our Waste Data Flow returns to SEPA take a minimum of 6 months As a result of a number of service improvements implemented during 2015/16 the level of recycling increased from 44.3% last year to 47.05% in 2015/16. Improvements include: Implementation of the alternate	55%	Rodney Thornton













Short Name	Q4 2014/15	Q1 2015/16	Q2 2015/16	Q3 2015/16	Q4 2015/16						2015/16						2016/17	Assigned To	
	Value	Value	Value	Value	Value	Target	Status	Long Trend	Short Trend	Note	Value	Target	Status	Long Trend	Short Trend	Note	Target		
										to recycle more paper, card, food & drinks cans and glass bottles & jars. Housing in the New Bonhill area was integrated into the standard alternate weekly collection system for low level housing in December 2015 A new weekly food waste collection service for high rise housing was introduced in October 2015 Upgraded the two household waste recycling centres to segregate unwanted furniture and electrical goods for re-use. It should also be noted that recycling performance declines each year in quarters 3 & 4 due to the reduced quantities of garden waste collected during the winter period.							weekly collection system at tenemental housing Housing in the New Bonhill area was integrated into the standard alternate weekly collection system for low level housing in December 2015 A new weekly food waste collection service for high rise housing Upgraded the two household waste recycling centres to segregate unwanted furniture and electrical goods for re-use Notional target - 50% target set by Scottish Government for 2013 and 60% target set for 2020.No targets yet set for intervening years		
Percentage of council houses that are energy efficient %	Not measured for Quarters											100 %	?	?	?	This indicator is part of the Scottish Social Housing Charter return to the Housing Regulator and validated data will not be available until June 2016.		100 %	Alan Young

Icon	Name
	Improve the well being of communities and protect the welfare of vulnerable people

Short Name	Q4 2014/15	Q1 2015/16	Q2 2015/16	Q3 2015/16	Q4 2015/16						2015/16						2016/17	Assigned To
	Value	Value	Value	Value	Value	Target	Status	Long Trend	Short Trend	Note	Value	Target	Status	Long Trend	Short Trend	Note	Target	
CC2: Number of attendances per 1,000 population for indoor sports and leisure facilities	1,433	1,244	1,118	1,111	1,357	1,606				Attendances for indoor sports and leisure facilities during quarter 4 declined compared to quarter 3. The key reasons for this decline is the continued increased competition in Clydebanks for gym and group fitness with the deterioration of the Play Drome. In addition, Community Facilities saw a reduction in attendances, mainly due to the Burgh Hall, Westbridgend and Dalmonach Community Centres closing. Not all previous users of these centres transferred into other WDLT centres. However, we are actively marketing the remaining WDC Community Facilities Centres.	4,829	5,179				The annual number of attendances for indoor sports and leisure facilities in 2015/16 was 4,829, lower than the target of 5,179 set for the year and lower than the previous year (4966). There was an improvement in the attendances at the Vale of Leven Swimming Pool which saw an increase of over 2,000 compared to last year. In addition, the Alexandria cluster of Community Facilities saw an increase of over 8,700 over the year. However, increased competition in Clydebanks for gym and group fitness and the deterioration of the Play Drome has been a key factor in the decline of attendances for indoor sports and leisure. Compared to last year, there was a decrease of over 15,000 attendances at the Play Drome, mainly within the gym and group fitness. The new Clydebanks Leisure Centre is due to open early 2017.	6,275	John Anderson




Icon	Name
	2 Organisational Capabilities










Icon	Name
	Committed and dynamic workforce

Short Name	Q4 2014/15	Q1 2015/16	Q2 2015/16	Q3 2015/16	Q4 2015/16					2015/16							2016/17	Assigned To
	Value	Value	Value	Value	Value	Target	Status	Long Trend	Short Trend	Note	Value	Target	Status	Long Trend	Short Trend	Note	Target	
% HEED's employees who have a PDP in place	98%	28%	80%	96%	96%	100 %				96% of PDPs have now been completed. Housing and Community Safety are reporting 94% completed, Neighbourhood Services 97% complete and Regeneration & Economic Development 100% completed.	96%	100 %				In 2015/16 we achieved a 96% roll out of PDP's within the Directorate. Unfortunately we were unable to reach our target of 100% as the remaining 4% of employees who do not have a PDP in place are on long term sickness absence.	100 %	Anne Marie Cosh
Total FTE Days lost by FTE Employees	3.56	2.91	2.42	2.8	3.03	2				HEED reported a reduction of 14.9% (794.45 FTE days) improvement in comparison to Q4 in the previous year. There has been an overall reduction in 2124.2 FTE days lost reported when compared to results 2014/15. The directorate did not achieve the target of 8 FTE days lost however	11.16	8				HEED reported a reduction of 14.9% (794.45 FTE days) improvement in comparison to Q4 in the previous year. There has been an overall reduction in 2124.2 FTE days lost reported when compared to results 2014/15. The directorate did not achieve the target of 8 FTE days lost however attendance did improve by 11.6% and full year outturn was recorded as 11.16 FTE days lost. Strategic Leads will continue to monitor absence on a monthly basis and it is the intention briefings with irregular	7	Anne Marie Cosh









Short Name	Q4 2014/15	Q1 2015/16	Q2 2015/16	Q3 2015/16	Q4 2015/16						2015/16						2016/17	Assigned To
	Value	Value	Value	Value	Value	Target	Status	Long Trend	Short Trend	Note	Value	Target	Status	Long Trend	Short Trend	Note	Target	
										attendance did improve by 11.6% and full year outturn was recorded as 11.16 FTE days lost. Strategic Leads will continue to monitor absence on a monthly basis and it is the intention briefings with irregular attenders to discuss the need for improvement to continue in 2016/17.						attenders to discuss the need for improvement to continue in 2016/17.		
% of HEED's employees who express satisfaction with the Council as a place of work	Not measured for Quarters										N/A	82%	?	?	?	We have no measure for satisfaction at this time. However, following the results of the staff survey a commitment will be made to address staff concerns arising from the survey.	84%	Anne Marie Cosh

Icon	Name
	Fit for purpose estate and facilities

Short Name	Q4 2014/15	Q1 2015/16	Q2 2015/16	Q3 2015/16	Q4 2015/16						2015/16						2016/17	Assigned To
	Value	Value	Value	Value	Value	Target	Status	Long Trend	Short Trend	Note	Value	Target	Status	Long Trend	Short Trend	Note	Target	
CM4c: Percentage of council buildings in which all public areas are suitable for and accessible to disabled people	Not measured for Quarters										88.4 %	57%				The percentage of council buildings in which all public areas are suitable for and accessible to disabled people increased in 2015/16 to 88.4%, exceeding the target of 57% set for the year. This	89%	Stuart Gibson







Short Name	Q4 2014/15	Q1 2015/16	Q2 2015/16	Q3 2015/16	Q4 2015/16						2015/16						2016/17	Assigned To
	Value	Value	Value	Value	Value	Target	Status	Long Trend	Short Trend	Note	Value	Target	Status	Long Trend	Short Trend	Note	Target	
																result was a 60% improvement on last year's outcome of 55%. During the year, a complete review was undertaken of the methodology for the scoring matrix for this indicator. This was undertaken in conjunction with the Access Panel, the Equalities Officer and Internal Audit. Thereafter all properties were reassessed under the new procedure.		
Tonnage of carbon dioxide emissions from Council operations and assets	Not measured for Quarters											31,476				The figure for 2015/16 will not be available until the beginning of August 2016, this is to allow for the collation and validation data including energy bills which are billed quarterly and waste data.	28,385	Stephanie Williamson
Proportion of operational buildings that are suitable for their current use %	Not measured for Quarters										89.9 %	85%				In 2015/16 the proportion of our operational building that are suitable for their current use increased to almost 90% (89.9) a slight improvement on last year's figure of 88.6%. The Buildings Upgrade Programme amalgamated with closures and the co-location of schools contributed to the general improvement in this indicator	91%	Stuart Gibson
Proportion of internal floor area of operational	Not measured for Quarters										64.04 %	61%				In 2015/16 the target for the Proportion of internal floor area of operational	67%	Stuart Gibson

Short Name	Q4 2014/15	Q1 2015/16	Q2 2015/16	Q3 2015/16	Q4 2015/16						2015/16						2016/17	Assigned To
	Value	Value	Value	Value	Value	Target	Status	Long Trend	Short Trend	Note	Value	Target	Status	Long Trend	Short Trend	Note	Target	
% HRA Budget Spent against profile (expenditure)	97.61 %	20.6 %	47.7 %	72%		100 %	?	?	?	Financial information for this indicator has not yet been finalised and will not be available until June 2016.		100 %	?	?	?	Financial information for this indicator has not yet been finalised and will not be available until June 2016.	100 %	Janice Rainey
% of HRA Capital Budget spent against profile	82.43 %	11.82 %	30.55 %	48%		100 %	?	?	?	Financial information for this indicator has not yet been finalised and will not be available until June 2016.		100 %	?	?	?	Financial information for this indicator has not yet been finalised and will not be available until June 2016.	100 %	Jennifer Ogilvie
Net waste collection cost per premises	Not measured for Quarters											£51.48		?	?	The financial information required for this indicator will not be available until week ending 24th June 2016	£52.98	Rodney Thornton
Net waste disposal cost per premises	Not measured for Quarters											£119.37	?	?	?	The financial information required for this indicator will not be available until week ending 24th June 2016	£124.50	Rodney Thornton
Road maintenance cost per kilometre £	Not measured for Quarters											£21,000.00		?	?	The original target of £12,000 was based on WDC net cost data however, the target has now been amended to £21,000 as Improvement Services have chosen to utilise gross figures. This performance indicator is reliant on the LRGF value which will not be available until June 2016. An update will be provided at that time. It is however expected that the revised valuation will achieve a figure substantially below the	£12,000.00	Jack McAulay






Short Name	Q4 2014/15	Q1 2015/16	Q2 2015/16	Q3 2015/16	Q4 2015/16					2015/16							2016/17	Assigned To
	Value	Value	Value	Value	Value	Target	Status	Long Trend	Short Trend	Note	Value	Target	Status	Long Trend	Short Trend	Note	Target	
																target value of £21,000. It is expected that it will outturn between £10,000 - £11,000, similar to that achieved in 2014/15		
Gross rent arrears (all tenants) as at 31 March each year as a percentage of rent due for the reporting year	Not measured for Quarters										11.01 %	6.6%				This indicator is part of the Scottish Social Housing Charter return to the Housing Regulator and validated data will not be available until June 2016.	6.6%	Ryan Chalmers
% of council rent that was lost due to houses remaining empty	1.02 %	1.16 %	1.24 %	1.49 %		1%				This indicator is part of the Scottish Social Housing Charter return to the Housing Regulator and validated data will not be available until June 2016.		1%				This indicator is part of the Scottish Social Housing Charter return to the Housing Regulator and validated data will not be available until June 2016.	1%	Janice Lockhart






Icon	Name
	3 Legitimacy and Support






Icon	Name
	Positive dialogue with local citizens and communities




Short Name	Q4 2014/15	Q1 2015/16	Q2 2015/16	Q3 2015/16	Q4 2015/16					2015/16							2016/17	Assigned To
	Value	Value	Value	Value	Value	Target	Status	Long Trend	Short Trend	Note	Value	Target	Status	Long Trend	Short Trend	Note	Target	
No. of Complaints received for HEED services	131	113	141	144	142	99.5				The number of complaints received within HEED during Q4 (142) decreased slightly compared	540	398				In 2015/16 HEED received 540 Corporate complaints, this was an increase of 29% compared to last year (418). The increase was recorded over 12 of the service areas monitored and did	378	Emma MacPherson




Short Name	Q4 2014/15	Q1 2015/16	Q2 2015/16	Q3 2015/16	Q4 2015/16						2015/16						2016/17	Assigned To
	Value	Value	Value	Value	Value	Target	Status	Long Trend	Short Trend	Note	Value	Target	Status	Long Trend	Short Trend	Note	Target	
										to the previous quarters result of 144 missing the target of 99.5 set for the quarter. Of the stage 1 complaints closed within Q4, 60% were upheld, this was a slight decline in performance compared to the Q3 figure of 59%. The majority of complaints upheld were due to citizen expectation not met/quality of service. The Repairs Section received the most complaints (41), followed by Waste Services (27) and Greenspace (14).						not relate to one particular theme. The four service areas that showed a reduction in the number of complaints received during the year were Economic Development, Assist, Roads and Sold Property. Throughout the year just over a quarter (27%) of the complaints received were related to Maintenance and Repairs, followed by Waste Services (18%), Street Lighting (9%). Of the stage one complaints completed, there was an increase in 2015/16 in the percentage of complaints that were upheld. In 2015/16 59% were upheld compared to 44% last year. The main reason for complaint recorded as citizen expectation not met/quality of service. Where complaints proceeded to stage 2, just under a half (45%) were upheld compared to just under a quarter (24%) in 2014/15.		
% of adults satisfied with parks and open spaces	Not measured for Quarters											88%	?	?	?	This PI is based on data that is supplied by the Scottish Household Survey (SHS) directly to the Improvement Service (IS). 2015/16 data will not be supplied to councils by IS until February 2017. In 2014/15 and for the second year running, the satisfaction level for this indicator was 88% however, there was an improvement in the ranking of WDC from 15/32 in 2013/14 to 13/32 in 2014/15. WDC is above the Scottish average of 86%.	89%	Ian Bain

Action Status	
	Cancelled
	Overdue; Neglected
	Unassigned; Check Progress
	Not Started; In Progress; Assigned
	Completed

PI Status	
	Alert
	Warning
	OK
	Unknown
	Data Only

Risk Status	
	Alert
	High Risk
	Warning
	OK
	Unknown

Long Term Trends	
	Improving
	No Change
	Getting Worse

Short Term Trends	
	Improving
	No Change
	Getting Worse

WEST DUNBARTONSHIRE COUNCIL

Report by the Strategic Lead - Regeneration

**Infrastructure Regeneration and Economic Development Committee:
15 June 2016**

Subject: Regeneration Delivery Plan 2016-2017

1. Purpose

- 1.1** This report sets out the Delivery Plan for the new strategic area of Regeneration.

2. Recommendations

- 2.1** It is recommended that the committee note the Delivery Plan for the Regeneration strategic area.

3. Background

- 3.1** West Dunbartonshire Council implemented a new organisational structure on 1 April 2016. This structure aligns services to twelve strategic leads, who will act as advisors to the Chief Executive in their respective area. In addition the Chief Executive will be supported by three Strategic Directors, one of which operating as the Chief Officer of the Health and Social Care Partnership.
- 3.2** Within this new organisational structure the Strategic Director for Regeneration, Environment and Growth and the Strategic Lead for Regeneration will be responsible for reporting service progress to the Infrastructure Regeneration and Economic Development Committee.

4. Main Issues

- 4.1** Each Strategic Lead has worked to develop a Delivery Plan, outlining the key areas of work they will focus on for 2016/17 and the specific actions their teams will be progressing to ensure successful delivery of these.
- 4.2** Each Delivery Plan also gives an overview and profile of the services contained within the strategic area, high level resource breakdowns for the area detailing employee numbers and service budgets, and an overview of the risks relevant to the service area.
- 4.3** The Delivery Plan for Regeneration can be found at Appendix 1 to this report.

5. People Implications

- 5.1** None

6. Financial Implications

- 6.1** None, the Delivery Plan will be delivered within the budgets as detailed in the resource section of the plan.

7. Risk Analysis

- 7.1** Without an agreed plan, there is a greater risk that strategic objectives would not be achieved.

8. Equalities Impact Assessment (EIA)

- 8.1** The officers who create the actions contained within this plan are asked to consider the impact of those actions on equalities groups and decide whether or not an equalities impact assessment is appropriate. This report only brings those actions together as a single report and therefore an additional EIA is not required.

9. Consultation

- 9.1** The services within the strategic area were consulted in the development of this report and appendices.

10. Strategic Assessment

- 10.1** The Delivery Plan is fully aligned to the strategic objectives of the Council.

Jim McAloon
Strategic Lead – Regeneration
Date: 15 June 2016

Person to Contact: Emma MacPherson – Policy, Planning and Performance
Co-ordinator, Council Offices, Garshake Road,
Dumbarton, G82 3PU, telephone:01389 737701, e-mail:
emma.macpherson@west-dunbartonshire.gov.uk

Appendix: Appendix 1: Regeneration Delivery Plan 2016/17

Background Papers: West Dunbartonshire Council Strategic Plan 2012-17
Strategic Performance Scorecard 2012/17

Wards Affected: All

Regeneration

Delivery Plan 2016-17



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Appendix 2 - Action Plan 2016-17	17

1. Overview and Profile

In 2015 the Senior Management structure of West Dunbartonshire Council was reviewed and a new smaller senior leadership team created to drive the Council's priorities forward from April 2016. As part of that leadership team, eight Strategic Leads were created. Each Strategic Lead has responsibility for a specific area and report directly to the Chief Executive. These Strategic Leads are:

Resources

- Finance and Treasury
- Procurement
- Audit and Fraud
- Business Support
- Chief Finance Officer

Regulatory

- Legal
- Licensing
- Registration of Births, Deaths and Marriages
- Environmental Health and Trading Standards
- Planning and Building Standards
- Elections and Democratic Services
- Data Protection and Information
- Monitoring Officer

People and Technology

- Human Resources
- Organisational Development and Change
- Health, Safety, Risk and Resilience
- ICT
- Transactional support

Communications, Culture and Communities

- Customer Services
- Policy, Planning and Performance
- Libraries and culture
- Communications, events and engagement

Education, Learning and Attainment

- Chief Education Officer
- Early Years: early learning and child care
- Primary, Secondary and Additional Support Need Schools
- Psychological Services

Environment and Neighbourhood

- Fleet and Waste
- Greenspace
- Roads and Transportation
- Leisure and Facilities Management

Housing and Employability

- Housing
- Working 4 U
- Working 4 Business
- Your Community, including community development and empowerment

Regeneration

- Regeneration
- Capital Investment Programme
- Corporate Asset Management
- Building Services
- Housing Capital Investment Programme

Profile

The Regeneration Strategic area includes 5 distinct service areas: Regeneration and Business Development; Corporate Asset Management; Capital Investment; Housing Maintenance and Repairs and Housing Capital Investment Programme.

Regeneration and Business Development

The Service has responsibility for a range of strategic regeneration initiatives and for contributing to the sustainable economic growth of West Dunbartonshire. Regeneration and Business Development comprises of two service areas, Business Support and Regeneration. The focus of the Business Support service is to provide business advice and support through a range of discretionary grants, loans and bespoke business support interventions offering flexible assistance to local businesses. The overall objective is to increase employment and to help create sustainable economic growth within the local economy. The Regeneration Service focus is on the unlocking of key strategic sites of both the Council and others to create the opportunity to secure economic growth through regeneration.

Corporate Asset Management

Corporate Asset Management comprises of five operational sections: Consultancy Services (General Services), Consultancy Services (HRA), Energy & Compliance, Asset Management and PPP Contract Monitoring.

Consultancy Services (General Services & HRA) is the Council's in-house construction consultancy, designing, managing and/or supporting client department construction related projects with a combined value of over £30m this year

The Energy & Compliance Section ensures the effective provision of Energy services and the Councils response to the climate change agenda by way of a comprehensive sustainability, carbon reduction and energy management regime. The section also manages the Councils responsibilities in relation to Strategic Environmental Assessments. Compliance is a key component of this team and will feature compliance development and monitoring in areas such as asbestos, legionella etc.

The Asset Management Team contributes and supports the effective management of all council assets e.g. operational and non-operational buildings, Council owned assets requiring disposal and asset valuations. The team have direct responsibility for the asset management of all operational and non operational properties and sites and supporting the school estate.

The PPP Contract Monitoring Section takes the lead in all contractual dealings with the Special Purpose Vehicle (SPV)/PPP Contractor and the in-house services delivered by the Authority in effectively managing the Project Agreement to protect the Council's best interests and ensure best value is achieved.

Capital Investment Team

The Capital Investment Team was set up to deliver the Council's key strategic capital projects. The team are in Year 2 of the programme to deliver £180m worth of capital projects and work with operational management to bring these new facilities into operation. These projects include; 2 Care Homes, Kilpatrick ASN School, O.L.S.P, Bellsmyre Co-location, Office Rationalisation Programme, Depot Rationalisation Programme, Wind Farm and Clydebank Leisure Centre, additional Primary School in Balloch, supporting Queens Quay and the City Deal funded project at Exxon, Bowling . The team will ensure projects are delivered on programme and ensure effective budgetary control.

Building Services

The Housing delivers a wide range of services for the local community and provide expertise and customer focus, through a range of professional, technical and front line services.

The section is responsible for:

- The delivery of an effective and efficient response repairs and planned works service to council houses and public buildings (including a 24 hour emergency service); serving a range of in-house clients, housing associations and the Leisure Trust
- Managing service contracts to ensure maintenance of gas installations, lifts etc
- Providing an extensive building construction apprentice employment programme covering a range of crafts

Housing Capital Investment Programme

- Working in partnership with the West Dunbartonshire Tenants and Residents Association (WDTRO) to carry out a planned maintenance programme
- Managing Housing Capital Investment to ensure compliance with the Scottish Housing Quality Standard and for the Council to meet its landlord obligations and health and safety requirements
- Managing Housing Capital Investment in new house builds
- Factoring and insuring sold, ex council houses, where the Council retains a common interest
- Disable adaptations
- Managing the private sector Housing Grant

The support functions of the division – HR, Health and Safety and Finance – are part of the Council's Corporate Services Department and are supported by Business Partners for these roles.

Performance Review

In 2015/16 the services delivered a number of key achievements on behalf of the Council:

- Full design and conclusion of financial close for both Kilpatrick ASN Secondary and Bellsmyre co-location Primary School.
- Completed new school design for OLSP and funding package agreed with Scottish Futures Trust
- Conclude procurement option appraisal, appoint design team, appoint main contractor, conclude decant from St Kessog's Primary into Haldane Primary, conclude demolition of existing school and conclude detailed design of new school.
- Completed the design and tender of the new Dumbarton Office
- Concluded the new Workshops in Vale of Leven Industrial Estate; first new development in WDC since 1980's, 13500 sqft development with 13 units
- Designed, procured and managed delivery of Alexandria Mitchell Way Town Centre upgrade
- Designed and/or managed build of various new social housing units at Clydebank and Dumbarton inclusive of;
 - ❖ Brucehill – 37 units cost of £3.6m
 - ❖ Bellsmyre – 36 units cost of £4m
 - ❖ Granville Street – 33 units cost of £3.5m
- Designed, procured and refurbished the new Lennox Primary School and St Ronan's Primary School
- Disposed of the following properties;
 - ❖ Ramsay House Risk Street - £305,000
 - ❖ Renton EECC to VoLAAP for day centre use
- Facilitated a variety of energy efficiency projects from zoning heating controls to conversions of boiler from oil to gas resulting in savings estimated at £102,958
- Development Phase of Windfarm Project - undertake review of Business Case following change to Feed In Tariff rates and discuss joint working arrangement with private sector partner.
- The target of 1,000 jobs in 1,000 days was achieved on 28th April 2015 well ahead of the target at 440 days giving a total 2,000 jobs in 1,100 days
- Successful launch of Working 4 Business in June 2015 leading to improved partnership collaboration for business support.
- Strategic business case for the Exxon project funded by City Deal approved
- Refreshed the Urban Strategy for Dumbarton Waterfront

- Charrette Action Plans for Clydebank and Dumbarton Rock and Castle approved. This includes the Dumbarton Waterfront Walkway and Clydebank A814 Project.
- Successfully integrated the Business Gateway service with the Council's Business Support service generating savings of £85,955 in 2015/16
- Obtained strategic intervention approval for £210,000 ERDF funding for Business Gateway Plus programme
- Planning permission agreed in principle for Queens Quay with overall project progressing as scheduled
- Developed a new Economic Development Strategy and Action Plan to align with Scottish Government's new Economic Strategy
- Approval for delivering £12.4m Regeneration Fund

There are also some challenges to delivery, which can delay progress and cause frustrations for employees and citizens. Some of the challenges for 2016/17 are:

- To improve economic growth within a changing political and economic arena
- Modernisation/Commercialisation of Housing Maintenance and Repairs Team
 - The budget challenges facing all services in 2016/17 and 17/18
 - To prioritise resources to effectively deliver the expected outputs and impact of our overall strategic approach

2. Strategic Assessment

The regeneration management team completed a detailed strategic assessment and performance review to determine the major influences on service delivery and strategic priorities going forward into 2016/17. As a result of this assessment the following factors were recognised as having a significant influence on the work of service in 2016/17:

Queens Quay

Queens Quay has been identified as the most significant regeneration opportunity for West Dunbartonshire. Queens' Quay is a circa 100 acre strategic site within Clydebank with the capacity to accommodate 1,029 residential units of mixed size and tenure together with a limited amount of commercial development and public services. The former John Brown Shipyard was acquired by a consortium known as Clydeside Regeneration (CRL) in 2001 and has been subject to a number of speculative planning proposals for its redevelopment over a number of years.

The site owners carried out extensive demolition, site clearance, remediation and up-filling works to create a satisfactory development proposal over a significant proportion of the site. However, due to difficult market conditions any further development stalled and the site owners were unable to bring forward any viable development proposals.

To stimulate the regeneration of this riverside site a land based contract was established between CRL and WDC to develop the site. This investment was to carry out core infrastructure works to enable land sales to proceed. The mechanism would not only encourage and permit early stage development and fulfill the primary objective of securing much needed economic regeneration but allow both WDC and CRL to share in the sales proceeds.

A Development Agreement was concluded in July 2015 between the Council and CRL. Under the terms of the Agreement the Council will provide funding of £15.62m towards site enabling and infrastructure works and areas of public realm in return for a share of future land sale receipts.

An effective Governance Structure was approved in November 2015 to ensure that the Councils investment in Queens Quay is utilised in the manner reflected in the Development Agreement and risk is managed, monitored and reviewed to ensure that the intended outcomes of the business plan are achieved. In March 2016 CRL achieved planning permission in principle for the site.

The actions to be progressed in 2016/17 by the division are:-

- Approval for detailed planning consent
- Waterfront infrastructure – refurbishment plan and implementation
- Roads infrastructure – design and approval
- Monitoring budget (c £10m)

Exxon/ City Deal

The City Deal concept is an agreement between UK and Scottish Governments and at local area on how best to ensure that area's growth and prosperity. This model is promoted by the UK Government as part of its devolution agenda and aims to empower local areas to drive economic growth by putting greater resources and financial freedom through local government.

The Clyde Valley City Deal Involves eight Local Authorities including the City and seven surrounding Authorities. The aim of a Clyde Valley wide Infrastructure Investment Fund is to ensure that all participating Councils will benefit from the fund and that approved projects will be based in or give access to employment for each Council. The key principle of the model is that the local authorities in a city region work together to develop and fund an Infrastructure Investment Programme.

The Clyde Valley infrastructure projects equating to £1.13bn of investment for 20 projects over a ten year period are progressing and have reached various stages from Strategic to Outline Business case.

The Exxon City Deal project for WDC has planned expenditure of £27.897m over the next seven years. The project is progressing towards an Outline Business Case originally planned for June 2016; however following clarification of Exxon's plans this has now been re-profiled for submission to Council for approval in February 2017. The main area of work for WDC in 2016/17 will be to secure ownership Exxon site, develop and approve an outline business case.

Future Operating Model

As part of the Council's senior management restructure each Strategic Lead will be required to develop fit for purpose structures for their strategic area.

As part of the Future Operating Model option appraisals will be undertaken to consider whether services are provided at best value and are demonstrating continuous improvement. This will include:

- Re-designing and re-engineering services
- Income Generation
- Alternative service methods – e.g. Shared Service / Trust
- Efficient commissioning and procurement
- Financial modelling options – e.g. priority based budget

There are a number of key factors that will influence future service delivery for Regeneration. The main factors being:-

- The Council's 10 year Capital Plan which includes building a new council office and depot. Both these buildings will impact on the number of staff required to deliver services in terms of geographical location and span of control.
- Delivery of £12.4m Regeneration Fund
- Moderisation/Commercialisation of Housing Maintenance and Repairs
- The budget challenges facing all services in 2016/17 and 17/18 which will determine the future shape and scale of our workforce.

Capital Investment

The Council's revised 10 year Capital Programme was agreed on 24th February 2016. This will enable major investment in upgrading buildings, infrastructure and regeneration across communities. Regeneration has the responsibility to deliver on a number of projects to the value of £180.4m. Monitoring arrangements for each of these projects will be contained within individual operational plans, with the Strategic Lead overseeing the overall project and budget.

Housing Capital Investment Programme

A new HRA Capital Programme for 2016/21 was approved by Council in February 2016. The main drivers for the programme to allow the Council to meet the requirements of the Scottish Housing Quality Standards (SHQS), the Energy Efficiency Standard for Social Housing (EESH) and meet its landlord obligations and health and safety responsibilities.

Over 2016/17 the division will continue to deliver on the projects assigned to them and progress will be monitored by the Strategic Lead.

Asset Management

The Council recognises that assets are a key resource that requires to be effectively managed. Effective management of assets is critical to ensuring that assets are utilised in the most effective and efficient manner to enable the delivery of sustainable services to communities. The division is responsible for the strategic management of the Council's assets, including operational and non-operational properties and is responsible for the delivery of the Corporate Asset Management Plan. The division contributes to the implementation of the Corporate Asset Management Plan through the delivery of key projects:-

- Deliver savings through effective management of the Council's Asset Management Strategy
- Reduce energy consumption
- Office rationalisation
- Alternative energy use
- Management of Housing and Public Buildings

The Asset Management Team are taking on responsibility for repairs and maintenance of all operational buildings this year. Over the course of the next 12 months the Asset Management Team will prepare a fully costed 3 year Repairs and Maintenance Plan for consideration at 2017/18 budget deliberations.

Regeneration Fund

At the Council meeting of 24th February 2016 the annual budget was set. As part of the budget the Administration allocated an additional £12.4m to a Regeneration Fund to invest in improvements across West Dunbartonshire - including its town centres. This fund is one of many projects to be established to help achieve the vision to Build a Better West Dunbartonshire.

In September 2015 the Council approved a new Economic Development Strategy which is aligned to Scotland's Economic Strategy while considering the local economy. The plans set out in this strategy will benefit from the Regeneration Fund. Work plans developed from with the community and stakeholders for Clydebank Town Centre, Bowling Basins and Dumbarton Rock and Castle and Balloch will be progressed through potential assistances from the Regeneration Fund.

Immediate actions in 2016/17 for the team will be to:-

- Implement and deliver on the Council's Regeneration Fund (£12.4m)
- Deliver on the Economic Development Strategy and Charrette Action Plans

Quality

The division has a number of quality standards which have to be adhered to:-

SHQS

The Scottish Housing Quality Standard (SHQS) was introduced in February 2004 and is the Scottish Government's principal measure of housing quality in Scotland. The SHQS is a set of five broad housing criteria which must all be met if the property is to pass SHQS.

- Must meet the Tolerable Standard (i.e. the basic legal minimum standard)
- Must be Free from Serious Disrepair
- Must be Energy Efficient
- Must have Modern Facilities and Services
- Must be Healthy, Safe and Secure

West Dunbartonshire Council has met these standards and will now be monitored through the Scottish Social Housing Charter.

ESSH

The Energy Efficiency Standard for Social Housing (ESSH) aims to improve the energy efficiency of social housing in Scotland. It will help to reduce energy consumption, fuel poverty and the emission of greenhouse gases. It will contribute to the Scottish Government's target of reducing carbon emissions by 42 per cent by 2020 and 80 per cent by 2050 in line with the requirements set out in the Climate Change (Scotland) Act 2009.

External Funding

The Council will continue to explore and position the authority to take advantage and respond to available external funding to ensure economic benefit to West Dunbartonshire. This focus will be related to all 5 service areas with Regeneration.

People Management

The division's main resource is our dedicated workforce. To develop a culture of Best Value and continuous improvement within the department it is important to invest time and resources in staff.

Throughout 2016/17 we will:

- ◆ Carry out Performance Development Plan's (PDPs) with all staff;
- ◆ Rigorously apply the Council's Attendance Management Policy
- ◆ Progress issues raised in the Employee Survey 2015
- ◆ Monitor our complaint handling process to ensure we are meeting the agreed timescales

Together with the outcome of the performance review for 2015/16 set out in Section 3, the issues raised through the strategic assessment will inform the work of the division over the period of this plan, influencing the service priorities and objectives and planned actions for 2016/17 and beyond.

3. Resources

As a Council we are committed to supporting every employee to 'Be the Best' through providing personal development opportunities and ensuring that our employees feel valued and recognised for their contribution in delivering the Council's vision and strategic objectives. This commitment is achieved through ensuring all employees have a PDP in place and supporting professional and personal development in their current role and for any future career plan.

Our development priorities include training; leadership and manager development; customer service; change management; technical skills and specialist skills that support and maintain professional expertise. Our commitment to learning and development is recognised through the achievement of Gold Standard from Investors in People (IiP).

Workforce Planning

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

We gather the views of our employees through our regular employee survey, the most recent survey results relate to the survey carried out at the end of 2015. From this an organisational improvement plan has been put in place. These improvement activities focus on 5 key areas and are embedded in the action plan for this strategic area.

The number of full time equivalent staff in each section is outlined below:-

Section	No. of staff 2016/17
Regeneration and Business Support	17
Corporate Asset Management	51
Capital Investment Programme	11
Building Services	402
Housing Capital Investment Programme	25
Total	506

Finance

The 2016/17 revenue budget for regeneration as a strategic area is £1,713,784. In addition to this the service has the capital budget listed below. We will make the best use of the resources available to deliver on key priority areas and secure external funding where we can.

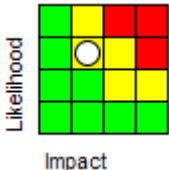
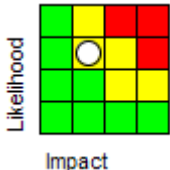
The resources to deliver on this 2016/17 action plan for Regeneration are:-

Budget

Section	Expenditure	Income	Capital Budget	
Regeneration and Business Support	£1,755,256	£1,195,300	£2,856,000	£1.856m LED £1.000m Regeneration Fund
Corporate Asset Management	£3,076,471	£4,826,665	£10,889,000	
Capital Investment	£601,550		£64,704,000	
Housing Maintenance Trading Account	£19,458,421	£21,051,700	N/A	
Central Revenue Account (Central Repairs and Maintenance)	£3,098,082	£1,754,840	N/A	
Housing Capital Investment	Capital £741,481	N/A	£27,321 £600,000	Slippage adjustment from 2015/16 into 2016/17 Not yet finalised

4. Risks

In carrying out a strategic assessment and planning for 2016/17 the Regeneration service has considered the Council's strategic risks. It has identified those strategic risks that the division can help reduce and detailed these below along with additional service area specific risks.

Risk Title	Risk Description	Current Risk Score	Target Risk Score
Council estate and facilities are not fit for purpose	The Council's assets and facilities are not fully fit for purpose with consequent adverse impact on our ability to deliver efficient and effective services. Included in this assessment is Council's property portfolio, housing stock, roads and lighting, fleet and open space		

Appendix 1 – Regeneration Structure Chart



Appendix 2 - Action Plan 2016-17

Priority	Objective	Action	End Date	Assigned to
Social Mission	Improve economic growth and employability	(Queens Quay) Approval for detailed planning consents required in 2016/17	31/3/17	Michael McGuinness
		(Queens Quay) Waterfront infrastructure – refurbishment plan and implementation	31/10/16	Michael McGuinness
		(Queens Quay) Roads infrastructure – design and approval	31/3/17	Michael McGuinness
		(Queens Quay) Monitoring budget (c £10m) for 2016/17	31/3/17	Michael McGuinness
		Secure ownership of Exxon Site	31/3/17	Jim McAloon
		Develop and seek approval for outline Business Case for Exxon Site	28/2/17	Jim McAloon
		Plan, implement and deliver Year 1 of Council's Regeneration Fund	31/3/17	Jim McAloon
		Deliver the Economic Development Strategy Action Plan actions for 2016/17	31/3/17	Michael McGuinness
		Deliver the allocated General Services investment programme project scheduled for delivery in 2016/17	31/3/17	Craig Jardine

Priority	Objective	Action	End Date	Assigned to
Social Mission	Improve local housing and environmentally sustainable infrastructure	Deliver the HRA Capital Investment programme for 2016/17	31/3/17	Alan Young
		Refresh the Asset Management Strategy and deliver Year 1 actions	31/3/17	John Corcoran
		Ensuring successful delivery of Housing Maintenance and Repairs for 2016/17 whilst meeting target times for responses	31/3/17	Martin Feeney
		Commercialise the Housing DLO by identifying external clients and contracting for additional works	31/3/17	Martin Feeney
		Continue to deliver on the SHQS Standard	31/3/17	Martin Feeney
		Ensure the Council's Housing stock progresses towards the achievement of the energy efficiency standard for social housing by 2020	31/3/17	Alan Young
		Develop fit for purpose structures for strategic area to ensure continued effective delivery	31/3/17	Jim McAloon
		Prepare a fully costed 3 year Repairs and Maintenance Plan for 2017/20	30/11/16	John Corcoran

Priority	Objective	Action	End Date	Assigned to
Organisational capabilities	Committed and dynamic workforce	Organise employee events to set out the strategic direction for the coming year.	28/4/16	Jim McAloon
		Provide information from each SMN to staff and capture feedback	31/3/17	Jim McAloon
		Carry out 4 “back to the floor” visits during the year	31/3/17	Jim McAloon
		Participate in the “Council back to the floor” day	31/10/16	Jim McAloon
Organisational capabilities		Ensure Regeneration employees have a PDP in place 2016/17	31/7/16	Jim McAloon
		Achieve target set for Regeneration & Economic Development absence management in 2016/17	31/3/17	Jim McAloon
	Strong financial governance and sustainable budget management	Maximise external funding opportunities	31/3/17	Jim McAloon
		Develop proposals for management adjustments 2017/18 and 2018/19 to meet financial pressures	31/3/17	Jim McAloon
		Develop savings options with fully defined/explained and costed options for	31/3/17	Jim McAloon

		approval by elected members		
		Monitor management adjustments for 2016/17 to ensure successful delivery of options	31/3/17	Jim McAloon
		Participate in overall financial planning within revised strategic lead structure	31/3/17	Jim McAloon
		Monitor financial performance through 2016/17	31/3/17	Jim McAloon
		Maximise procurement benefit	31/3/17	Jim McAloon
Legitimacy and support	Constructive partnership working and joined up service delivery	Explore opportunities to work with partners, local authorities and others to improve delivery of services in the Regeneration area	31/3/17	Jim McAloon

WEST DUNBARTONSHIRE COUNCIL

Report by the Strategic Lead – Neighbourhood and Environment

**Infrastructure Regeneration and Economic Development Committee:
15 June 2016**

Subject: Neighbourhood and Environment Delivery Plan 2016-2017

1. Purpose

- 1.1** This report sets out the delivery plan for the new strategic area of Neighbourhood and Environment.

2. Recommendations

- 2.1** It is recommended that the committee note the Delivery Plan for the Neighbourhood and Environment strategic area.

3. Background

- 3.1** West Dunbartonshire Council implemented a new organisational structure on 1 April 2016. This structure aligns services to twelve strategic leads, who will act as advisors to the Chief Executive in their respective area. In addition the Chief Executive will be supported by three Strategic Directors, one of which operating as the Chief Officer of the Health and Social Care Partnership.

- 3.2** Within this new organisational structure the Strategic Director for Neighbourhood and Environment will be responsible for reporting service progress to the Infrastructure Regeneration and Economic Development Committee.

4. Main Issues

- 4.1** Each Strategic Lead has worked to develop a Delivery Plan, outlining the key areas of work they will focus on for 2016/17 and the specific actions their team will be progressing to ensure successful delivery of these.
- 4.2** Each Delivery Plan also gives an overview and profile of the services contained within the strategic area, high level resource breakdowns for the area detailing employee numbers and service budgets, and an overview of the risks relevant to the service area.
- 4.3** The Delivery Plan for Neighbourhood and Environment can be found at Appendix 1 to this report.

5. People Implications

- 5.1** None

6. Financial Implications

- 6.1** None, the Delivery Plan will be delivered within the budgets as detailed in the resource section of the plan.

7. Risk Analysis

- 7.1** Without an agreed plan, there is a greater risk that strategic objectives would not be achieved.

8. Equalities Impact Assessment (EIA)

- 8.1** The officers who create the actions contained within this plan are asked to consider the impact of those actions on equalities groups and decide whether or not an equalities impact assessment is appropriate. This report only brings those actions together as a single report and therefore an additional EIA is not required.

9. Consultation

- 9.1** The services within the strategic area were consulted in the development of this report and appendices.

10. Strategic Assessment

- 10.1** The Delivery Plan is fully aligned to the strategic objectives of the Council.

Ronnie Dinnie
Strategic Lead Neighbourhood and Environment
Date: 15 June 2016

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Appendix: Appendix 1: Neighbourhood and Environment Delivery
Plan 2016/17

Background Papers: West Dunbartonshire Council Strategic Plan 2012-17
Strategic Performance Scorecard 2012/17

Wards Affected: All

Environment & Neighbourhood

Delivery Plan 2016-17



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1. Overview & Profile

In 2015 the Senior Management structure of West Dunbartonshire Council was reviewed and a new smaller senior leadership team created to drive the Council's priorities forward from April 2016. As part of that leadership team, eight Strategic Leads were created. Each Strategic Lead has responsibility for a specific area and report directly to the Chief Executive. These Strategic Leads are:

Resources

- Finance and Treasury
- Procurement
- Audit and Fraud
- Business Support
- Chief Finance Officer

Regulatory

- Legal
- Licensing
- Registration of Births, Deaths and Marriages
- Environmental Health and Trading Standards
- Planning and Building Standards
- Elections and Democratic Services
- Data Protection and Information
- Monitoring Officer

People and Technology

- Human Resources
- Organisational Development and Change
- Health, Safety, Risk and Resilience
- ICT
- Transactional support

Communications, Culture and Communities

- Customer Services
- Policy, Planning and Performance
- Libraries and culture
- Communications, events and engagement

Education, Learning and Attainment

- Chief Education Officer
- Early Years: early learning and child care
- Primary, Secondary and Additional Support Need Schools
- Psychological Services

Environment and Neighbourhood

- Fleet and Waste
- Greenspace
- Roads and Transportation
- Leisure and Facilities Management

Housing and Employability

- Housing
- Working 4 U
- Working 4 Business
- Your Community, including community development and empowerment

Regeneration

- Regeneration
- Capital Investment Programme
- Corporate Asset Management
- Building Services
- Housing Capital Investment Programme

Profile

The Environment & Neighbourhood area includes 4 distinct service areas: Roads and Transportation; Fleet and Waste; Greenspace (including street cleansing); Leisure and Facilities Management.

The Roads and Transportation Section manages and maintains the Council's road network and associated infrastructure which has a combined asset value in excess of £560m. It also has additional responsibilities for monitoring all watercourses and taking appropriate measures to mitigate the risk of flooding, responding to adverse weather and promoting road safety.

The section manages, maintains and undertakes regular safety inspections of the 347km of public road and 664 km of footways and footpaths. The section also manages and maintains over 200 related structures (bridges, underpasses, retaining walls and large culverts) and over 16,000 streetlights and illuminated street signs.

The Road Asset Management Plan has been implemented to ensure that our roads and related infrastructure were effectively and efficiently managed and maintained. With the Winter Maintenance Plan being implemented to ensure our roads were kept safe through the winter period.

Fleet and Waste Services manages the waste arisings from all of the households in the Council area, from in-house operations and registered commercial waste customers. The service also procures, manages, maintains and arranges the end of life disposal of the Council's vehicle fleet and manages the social transport service for CHCP and Educational Services directorates. The service achieved a projected household waste recycling rate of 48% in 2015/16. Furthermore the Council has around 55% of the available market for commercial waste collection/disposal contracts in West Dunbartonshire, placing the Council in the upper quartile for Scottish Councils. This year has seen a continued reduction in fuel use linked to better more fuel efficient vehicles and vehicle tracking.

Greenspace Service operates the Council's Grounds Maintenance, street cleaning and burial and cremation services under the terms of a Service Level Agreement. The Service Level Agreement is the mechanism by which the Council delivers its policy aims and objectives for the management and maintenance of the Greenspace service. Greenspace also provide outdoor facilities such as: football pitches, play areas and parks as well as dealing with countryside access, maintenance of woodlands and delivering a ranger service. Greenspace is particularly successful in attracting external funding from Sportscotland and Heritage Lottery Funding. The Service has delivered a new Dumbarton Cemetery on time and under budget (£1.4m), provided two new sports pavilions in partnership with Sportscotland (£400k), delivered a number of environmental improvements via the Community Capital Fund (£500k) and was shortlisted for best performing and most improved service at the APSE awards ceremony.

The Leisure and Facilities Management Section provides Building Cleaning, Facilities Support and Catering Services support to a range of Council establishments including all council schools and nurseries. The Facilities Management service includes responsibility for management and operation of a number of Council offices in addition to Dumbarton Municipal Buildings. The service also includes a client liaison link between the Council and West Dunbartonshire Leisure Trust. The service has performance monitoring responsibility for the Leisure Trust as it delivers a range of services on behalf of the Council including the Council's annual events programme. The Building Cleaning service operates a cleaning service to all Council buildings and has recent been recognised by APSE for being a most improved performer.

All of the above services have the responsibility for major capital projects ranging from construction of new Clydebank Leisure Centre, energy efficient street lighting, vehicle replacement programme and 3G pitch constructions.

The functions supporting the division – HR, Health and Safety, Finance and IT – are part of the Council's Corporate Services Department. Business Partners for these roles are defined to allow relationships and knowledge to develop.

Performance Review

In 2015/16 the services delivered a number of key achievement on behalf of the Council:

- Delivery of new all weather 3G sports pitches at East End Park and Argyll Park. This investment of £900,000 was a result of successful match funding bids to Sportscotland and Cashback for Communities of £400,000
- New play areas installed at Wylie Park, Thistleneuk and New Street, Duntocher
- Designed and developed the New Dumbarton Cemetery under budget and on time. The critically acclaimed design will provide Dumbarton with a sustainable burial environment
- Finalist in COSLA Excellence Awards for the 'Do the Right Thing' litter campaign. We are guaranteed a silver award with the gold award winner being announced in October 2016
- Identified by APSE in December 2015 as one of the most improved Building Cleaning Services in the UK
- Greenspace was shortlisted as one of the 6 best performers in the UK for grounds maintenance and street cleaning at the APSE Service Awards
- Implemented the 2015/16 vehicle replacement/capital investment programme ensuring that the Councils vehicle fleet remains fit for purpose
- Evaluated the pool cars trial at Garshake Road and recommended all electric (EV) pool cars at the main administrative centres to replace reimbursable business travel by staff
- Increased the capture of recyclable waste from tenemental housing by 39% by changing the service to alternate weekly collection system
- Introduced a weekly food waste collection service for all high rise housing blocks (3,000 households) resulting in 1 tonne of food waste per week, that previously disposed of at landfill
- Secured £50,000 of external funding to introduce 'Recycling On The Go' containers in the three main town centres (Alexandria, Clydebank, Dumbarton) and Balloch village and at all secondary schools
- Negotiated a 4 year waste treatment contract with Barr Environment (effective from 1st April 2015) that will deliver annual savings of over £200,000
- Successfully completed the delivery of £1.5m crematorium upgrade. The crematorium was operational during the 30 week programme. The project will deliver a 30% reduction in energy costs together with a net saving on environment surcharges of £80,000 per annum.
- Stage one pass for funding applications to the Heritage Lottery Fund and Sportscotland for projects at Levensgrove Park and Posties Park with potential investment of £5.2m

- Converted over 15,000 of the 16,000 street lights to LED lanterns which will save over 65% on electrical power costs, 40% saving on future maintenance and reduced carbon dioxide outputs
- Knowle Burn Prevention Scheme fully implemented in 2015
- Improved accessibility at over 40 bus stops and improved or introduced an additional 1km of cycle paths

There are also some challenges to delivery, which can delay progress and cause frustrations for employees and citizens. Some of the challenges for 2016/17 are:

- the budget challenges facing all services in 2016/17 and 17/18 which will determine the future shape and scale of our service provision.
- delivering the Council's 10 year Capital Plan
- considering a Shared Services approach with neighbouring authorities and how that improves service delivery

2. Strategic Assessment

The Environment & Neighbourhood management team completed a detailed strategic assessment and performance review to determine the major influences on service delivery and strategic priorities going forward into 2016/17. As a result of this assessment the following factors were recognised as having a significant influence on the work of service in 2016/17:

Future Operating Model

As part of the Council's senior management restructure each Strategic Lead will be required to develop fit for purpose structures for their strategic area.

As part of the Future Operating Model option appraisals will be undertaken to consider whether services are provided at best value and are demonstrating continuous improvement. This will include:

- Re-designing and re-engineering services
- Income Generation
- Alternative service methods – e.g. Shared Service / Trust
- Efficient commissioning and procurement
- Financial modelling options – e.g. priority based budget

Implement 10 year Capital Programme

The Council's 10 year Capital Programme was agreed on 6th February 2013. This has been refreshed each year to allow some new investment proposals to be included. This will enable major investment in upgrading buildings, infrastructure and regeneration across communities. Since the original 10 year plan was agreed there have been updates made to the capital plan as agreed by Council meetings in as recently as February 2016.

Neighbourhood Services have the responsibility to deliver on several projects contained within the Capital Programme:

1. New Clydebank Leisure Centre – work is progressing on the new leisure centre. It has been agreed that the WD Leisure Trust will occupy the 1st floor of the new leisure centre and use it for a childrens gym area, classes with parents etc. pending a further planning application. The centre is scheduled to open in January 2017.
2. Street Lighting Energy/efficiency
A street lighting energy efficiency business case was considered in 2013. The scheme has been introduced to maintain a reliable and efficient street lighting infrastructure which is also energy efficiency. The scheme was delivered in 2015/16 generating £700k of revenue savings per annum going forward.

3. Roads Investment Programme
As part of the Council's 10 year Capital Programme Council agreed to spend £2.5m per annum to upgrade the roads infrastructure.
4. Fleet Replacement Strategy - As part of the 10 year Capital Programme Council agreed a Vehicle Replacement Strategy. As part of this strategy funding will be available to replace heavy vehicles every 7 years and light vehicles on a 10 year cycle.
5. Heritage Lottery Fund bid for Levensgrove Park - As part of the Council's ten year capital planning process the Greenspace Section secured £860k to secure match funding from the Heritage Lottery Fund for a regeneration project at Levensgrove Park, Dunbarton. The application process for the Parks for People Programme is in two stages – the first for a grant to develop the application and the second for a grant to deliver the project. The application for the development phase grant was submitted to the Heritage Lottery Fund on 28 February 2014. A pass was awarded at the end of June 2014. A development grant of £91,300 was awarded to enable the Council to progress the plans to a stage where they can be used to deliver the project. The outcome of the Stage 2 application should be known by July 2016.
6. Community Sports Fund - The Council Meeting of 6 February 2014 agreed to the establishment of a £1million fund for the creation and improvement of sporting facilities in West Dunbartonshire. The purpose of this budget is to allow organisations to access funding to develop business cases to allow them to apply for external funding. The funding can be used to improve and develop sporting facilities or to bid directly for funding to develop new facilities or upgrade existing facilities. Update to date has been good with over 10 sporting disciplines being awarded money.
7. Community Capital Fund – The Council agreed to set up a fund to provide play and community improvement through West Dunbartonshire.
8. Environmental Fund – The Council has established an environmental fund to improve the local environment, this includes the provision of allotments.

Improved recycling provision for tenements

The Waste (Scotland) Regulations 2012 were passed by the Scottish Parliament on 9 May 2012. The regulations aim to ensure that the minimum level of service on offer to households and businesses across Scotland is better than that of today and signal the end of landfilling biodegradable municipal waste in Scotland.

Specific measures introduced by the Regulations include:

- a requirement for businesses to present dry recyclables (metals, plastics, paper, card and glass) and food waste of more than 50 kg/week for collection from end of 2013, with those producing less than 50kg/week exempt until end 2015;
- a requirement on local authorities to provide householders with a collection service for dry recyclables (end 2013) and food waste (end 2015);
- a ban on materials collected separately for recycling going to landfill or incineration (end 2013);
- a ban on biodegradable municipal waste going to landfill, thus helping to substantially reduce harmful emissions of methane (end 2020).
- As part of the review of our sustainable infrastructure we will need to consider the frequency that we collect residual waste.

During 2015/16 a weekly food waste collection service was introduced to high rise housing together with an improved recycling service for New Bonhill households.

Shared Services

As part of the division's Future Operating Model a Shared Services approach to delivery services will be considered. This method of service delivery can provide savings in expenditure. In 2016/17 the management team will research and review options to share service delivery at a national, regional and local level.

Financial Management

The Strategic Lead and Managers are very aware of the financial challenges facing the Council over the next few years. To deliver on the Council's objectives and meet those financial challenges the team will develop proposals

In 2016/17 the team will:-

- develop proposals to review service provision and identify management adjustments 2017/2018 and 2018/2019 to meet financial pressures
- develop savings options with fully defined/explained and costed options for approval by elected members explaining a range of options.
- monitor management adjustments for 2016/2017 to ensure successful delivery of options
- participate in overall financial planning within revised strategic lead structure
- monitor financial performance through 2016/17

Competitiveness/Performance and Benchmarking

With the financial challenges facing all Councils it is important the division monitors its performance and ensures competitiveness in its service delivery. The services have a number of indicators which are monitored quarterly/annual to help ensure performance targets are met.

The services also participate in a national benchmarking group set up by the Improvement Service. This Scottish Local Government Benchmarking Framework brings together, for the first time, a wide range of information about how all Scottish councils perform in delivering better services to local communities, including the cost of services and how satisfied citizens are with them. The Benchmarking Framework uses specific 'indicators' to measure how organisations are performing. This exercise can be used as an improvement process that helps organisations to understand how they perform in comparison to other relevant organisations.

All the services within the division participate in the APSE performance network. This is one of the largest voluntary public sector benchmarking services across the UK. Membership of this network allows each service to benchmark their performance against all other UK authorities and in their family groups.

It is very important that all the services provided by the division are delivered in an efficient and cost effective manner. Procurement is increasingly recognised as an integral function of public service delivery and it is important that purchasing decisions are made on the basis of best value to the Council. In 2016/17 the division will continue to be cost effective and maximise procurement benefits available to them.

Environment

It is important the division deliver on the Council's responsibilities regarding Sustainability and Energy Management. All services within the division will monitor and implement the following

- Biodiversity
- Carbon Reduction
- Flooding
- Connectivity
- Recycling
- Place Management (Open Spaces)

Infrastructure and Support

To meet the financial challenges facing the Council in the next few years, there will be a number of changes made to the infrastructure and support for the services provided by Environmental and Neighbourhood.

The centralisation of the admin teams later this year will facilitate a new way of working for everyone across the division. Instead of individual services having a team of admin, all admin staff will come together in a central support unit. This will provide greater flexibility for managers, in terms of workload and also offer staff a more varied workload dealing with all aspects of the division.

As part of the Council's 10 year Capital Plan, a depot and office rationalisation programme is being progressed. The new Dumbarton office is scheduled to be opened by summer 2017 and will provide a more modern environment for staff as well as helping to regenerate our town centre. The new depot will be project is currently on hold pending a review of service delivery models/sharing services.

While all these changes to infrastructure and support offer an opportunity to modernise service delivery, they also create challenges. The division is mindful that changes will be happening and they need to be ready and willing to meet the new demands.

People Management

The division's main resource is our dedicated workforce. To develop a culture of Best Value and continuous improvement within the department it is important to invest time and resources in staff.

Throughout 2016/17 we will:

- ◆ Carry out Performance Development Plan's (PDPs) with all staff;
- ◆ Rigorously apply the Council's Attendance Management Policy
- ◆ Progress issues raised in the Employee Survey 2015
- ◆ Monitor our complaint handling process to ensure we are meeting the agreed timescales

3. Resources

As a Council we are committed to supporting every employee to 'Be the Best' through providing personal development opportunities and ensuring that our employees feel valued and recognised for their contribution in delivering the Council's vision and strategic objectives. This commitment is achieved through ensuring all employees have a PDP in place and supporting professional and personal development in their current role and for any future career plan.

Our development priorities include training; leadership and manager development; customer service; change management; technical skills and specialist skills that support and maintain professional expertise. Our commitment to learning and development is recognised through the achievement of Gold Standard from Investors in People (IiP).

Workforce Planning

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

We gather the views of our employees through our regular employee survey, the most recent survey results relate to the survey carried out at the end of 2015. From this an organisational improvement plan has been put in place. These improvement activities focus on 5 key areas and are embedded in the action plan for this strategic area.

Employees

The number of full time equivalent staff in each section is outlined below:-

Section	No. of staff (FTE) 2016/17	Trainees/ apprentices	Total number of staff
Greenspace Services	174.97	14.95	189.91
Roads and Transportation Services	64.31	0	64.31
Fleet and Waste Services	120.08	5	125.08
Facilities Management	371.6	0	613
Total	730.96	19.90	992.25

Finance

The 2016/17 revenue budget for Environment & Neighbourhood as a strategic area is £29.054m. In addition to this the service has the capital budget listed below. We will make the best use of the resources available to deliver on key priority areas and secure external funding where we can.



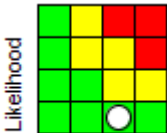
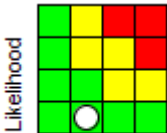
The resources to deliver on this 2016/17 action plan for Environment & Neighbourhood are:-

BUDGET

Section	Expenditure	Income	Net	Budget 2016/17 Capital
Greenspace Services	£8,057,206	£1,780,502	£6,276,704	£12,566
Roads and Transportation Services	£12,802,772	£8,994,482	£3,808,290	£5,579
Fleet and Waste Services	£8,185,176	££912,360	£7,272,816	£865,000
Facilities Management	£15,663,544	£1,779,996	£13,883,548	£252,000
Street Cleaning	£7,728,740	££9,915,915	£2,187,175	N/A
Total	£52,437,438	£23,383,255	£29,054,183	£19,268,000

4. Risks

In carrying out a strategic assessment and planning for 2016/17 the Regeneration service has considered the Council's strategic risks. It has identified those strategic risks that the division can help reduce and detailed these below along with additional service area specific risks.

Risk Title	Risk Description	Current Risk Score	Target Risk Score
Council estate and facilities are not fit for purpose	The Council's assets and facilities are not fully fit for purpose with consequent adverse impact on our ability to deliver efficient and effective services. Included in this assessment is Council's property portfolio, housing stock, roads and lighting, fleet and open space	 Likelihood Impact	 Likelihood Impact
Failure to embrace opportunities which can be derived from constructive partnership working and joined-up service delivery	The Council fails to engage adequately with partnership bodies	 Likelihood Impact	 Likelihood Impact

Appendix 1 – Environment & Neighbourhood Structure Chart



Appendix 2 – Action Plan 2016-17

Priority	Objective	Action	End Date	Assigned to
Social Mission	Improve local housing and environmentally sustainable infrastructure	Review Asset Management (Open Spaces/Road/Fleet)	31 st March 2017	Ian Bain Jack McAulay Rodney Thornton
		Headline schemes/projects	ongoing	Ronnie Dinnie
Organisational capabilities	Committed and dynamic workforce	Consider employee events to set out the strategic direction for the coming year.	31 st March 2017	Ronnie Dinnie
		Provide information from each SMN to staff and capture feedback	31 st March 2017	Ronnie Dinnie
		Carry out 4 “back to the floor” visits during the year	31 st March 2017	Ronnie Dinnie
		Participate in the “Council back to the floor” day	31 st March 2017	Ronnie Dinnie

Priority	Objective	Action	End Date	Assigned to
Organisational capabilities	Committed and dynamic workforce	Performance Indicator		
		% of Neighbourhood Services employees who have a PDP in place	June 2016	Ronnie Dinnie
		Neighbourhood Services-Total FTE Days Lost by FTE Employees	31 st March 2017	Ronnie Dinnie
		Develop fit for purpose structures for strategic area	31 st March 2017	Ronnie Dinnie
		Review and monitor LGBF performance indicators		R Dinnie
		Participate in APSE Benchmarking and review results		R Dinnie

Priority	Objective	Action	End Date	Assigned to
Organisational capabilities	Strong financial governance and sustainable budget management	Maximise external funding opportunities	31 st March 2017	Ronnie Dinnie
		Develop proposals for management adjustments 2017/2018 and 2018/2019 to meet financial pressures	31 st March 2017	Ronnie Dinnie
		Develop savings options with fully defined/explained and costed options for approval by elected members	31 st March 2017	Ronnie Dinnie
		Monitor management adjustments for 2016/2017 to ensure successful delivery of options	31 st March 2017	Ronnie Dinnie
		Participate in overall financial planning within revised strategic lead structure	31 st March 2017	Ronnie Dinnie
		Monitor financial performance through 2016/17	31 st March 2017	Ronnie Dinnie
		Maximise Procurement benefit	31 st March 2017	Ronnie Dinnie
Legitimacy and support	Constructive partnership working and joined up service delivery	Investigate a Shared Services approach for service delivery	31 st March 2017	Ronnie Dinnie

WEST DUNBARTONSHIRE COUNCIL

Report by Strategic Lead - Regeneration

**Infrastructure, Regeneration and Economic Development Committee:
15 June 2016**

Subject: Balloch Charrette

1. Purpose

- 1.1 To advise Members of the outcome of the Balloch charrette.

2. Recommendations

- 2.1 The Committee is invited to note the contents of the charrette report and approve the associated action plan.

3. Background

- 3.1 As part of the Scottish Government's charrette mainstreaming programme 2014/15, the Council made a successful bid, in partnership with the National Park Authority and Scottish Enterprise, to undertake a charrette for Balloch. Scottish Government funding supported an intensive public consultation which enabled the community and key stakeholders to input directly into the design and development of proposals for the future of Balloch.

4. Main Issues

- 4.1 The purpose of the Balloch charrette was to offer an opportunity to appraise Balloch in its current situation and devise a plan for the future that made the most of its strengths and opportunities, and establish a collective effort to make it an even better place.
- 4.2 The main charrette events were a series of 4 community drop-ins and workshops which ran during February and March 2016. During this time there were also focused workshops to which stakeholders were invited which considered the specific issues of: built heritage; recreational uses; transport and connectivity; and the visitor economy. Consultation and promotional events were also held in the lead up to the charrette involving visits to: Levenvale, St Kessogs and Haldane Primary Schools; Vale of Leven Academy; Vale of Leven Youth Voice; Haldane Youth Services; Alzheimer's Scotland (Balloch); and Balloch & Haldane Community Council. The running of the charrette was informed by an Advisory Group comprised of a number of local residents, organisations and businesses, which advised on dates/times, participants, venues and publicity for the charrette events. There was also a focus on social media, making use of the National

Park Authority's 'Our Live Park' webpage, Facebook and Twitter. These were used to publicise the charrette workshops and to offer a different forum by which people could engage with the charrette.

4.3 The following common themes emerged from the conversations at pre-charrette engagement and the first community workshop:

- Balloch as a gateway to the National Park and a destination on Loch Lomond.
- Balloch needs to be easy to get to with a strong sense of arrival and easy to move around.
- Balloch is disconnected from Loch Lomond Shores.
- Balloch should have all year round activities for all ages and abilities.
- Balloch needs to be a more co-ordinated village i.e. the centre needs a better sense of place and connection to surrounding parts.
- Balloch Castle and Park are under-utilised assets.

4.4 A strategy was developed to address these issues, which is displayed graphically in Appendix 1. The proposals in the vision were based around the overall principles of:

- Generate activity – more things to do for locals and visitors
- Create new opportunities – for employment and recreation for people of all ages from Balloch and the Vale of Leven
- Improve connections – between arrival points, the village centre, Loch Lomond Shores and Balloch Park
- Open up views – of the river, the loch and the mountains
- Create quality – making sure the Balloch experience is second to none.

4.5 The strategy is based around the following projects:

West Riverside Walk

- Strong connection between village, pier and Loch Lomond Shores
- Riverside walkway – visible, well lit and safe
- Active at all times of day and evening, with kiosks for café, bike hire etc. North canalside – introducing pavilions to enliven the riverside.

Pier End

- Cluster of visitor and community facing facilities including the refurbished Maid of the Loch, pierside café and shared facilities for local watersports clubs.

East Riverside Path

- Improve access to Balloch Park and create a higher quality experience of walking, particularly along the water's edge.

Balloch Castle and Park

- A viable and sustainable use for Balloch Castle that provides public facing facilities for visitors to the park and the community.
- More use of the park for outdoor activities for all ages

Station Square

- Strong sense of arrival in Balloch for visitors centred on train station and visitor information and facilities

Village Square

- Reinforced feeling of a village centre with space that is actively used by village businesses
- Outdoor eating, events and markets to animate the space and give people a reason to spend time in the village.
- Moss O' Balloch can work harder to support the village with recreation and parking facilities.

Connectivity

- Improved connection between key transport nodes, village attractions and to peripheral attractions such as Cameron House.

Next steps and delivery

- 4.6** The Action Plan for the delivery of the charrette projects is set out for approval in Appendix 2. This identifies a lead partner for the project along with organisations with a supporting role. Projects are split into short term (1-2 years), medium term (2-5 years) and long term (5 years +). The Council is identified for the lead for the following projects: Balloch Castle and Park; the Station and Village Squares; parking strategy; river management; and integration of new paths with existing network; and shared responsibility for investigating the feasibility of a River Leven crossing between Balloch Pier and Balloch Park. Other projects are to be led by the National Park Authority and Scottish Enterprise. It is considered essential that the local residential and business community remains engaged throughout the deliver stage, so as to build on the success of the charrette, and structures will be established to facilitate the involvement in the delivery of projects, including lead roles where viable.

5. People Implications

- 5.1** Delivery of the charrette actions will require commitment and resources from various Council departments.

6. Financial and Procurement Implications

- 6.1** Further consideration will require to be given to the financial implications before embarking on the implementation of specific projects within the Charrette action plan. Individual projects developed from the charrette may be subject to Committee approval and agreement. In addition, partner and external funding will be pursued for all suitable projects.

7. Risk Analysis

- 7.1** Failure to progress the action plan from the charrette could result in disappointment from the community, who participated enthusiastically in the charrette process that their involvement has not led to change and progress. It could also result in the relative decline in the quality of Balloch as a place to live and visit.

8. Equalities Impact Assessment (EIA)

- 8.1** No significant issues have been identified in relation to equality impact.

9. Strategic Environmental Assessment

- 9.1** The charrette focused on sites that were identified for development in the Loch Lomond and the Trossachs Local Development Plan, which has been subject to strategic environmental assessment. Individual projects may require project level strategic environmental assessment or environmental impact assessment.

10. Consultation

- 10.1** Careful preparation and communication with the local community and key stakeholders in the run up to the charrette was the basis for a successful event. Pre-event workshops took place with local schools, and community groups. The charrette was widely publicised via mainstream and social media, and engagement was undertaken through social media too. Approximately 250 people from the community and relevant agencies attended the Charrette events.

11. Strategic Assessment

- 11.1** The outcomes from the charrette support the Council's strategic priorities to:
- improve economic growth and employability;
 - improve local housing and environmentally sustainable infrastructure; and
 - improve the well-being of communities and protect the welfare of vulnerable people.

Jim McAloon
Strategic Lead - Regeneration
Date: 6 May 2016

Person to Contact:	Alan Williamson, Team Leader – Forward Planning email: alan.williamson@west-dunbarton.gov.uk
Appendices:	Appendix 1 – Charrette report strategy graphic Appendix 2 – Charrette report Action Plan
Background Papers:	Balloch charrette report
Wards Affected:	1

Strategy - The Big Picture



Action Plan

The purpose of this Charrette report is to provide a template for local stakeholders to take forward a package of improvements to transform Balloch and deliver the vision outlined in this report. This provides a start point and once these are examined in detail there may be further refinement and update.

Many of the individual projects will need further feasibility study and design work as specified in the action plan. The Charrette report is intended to inform this further work, as well as complementing the emerging Local Development Plan (LDP) by setting parameters for how key LDP opportunity sites in Balloch could be developed (particularly sites MU1 The Old Station, VE1 West riverside, VE2 East Riverside, VE3 Balloch Castle and VE4 Woodbank House).

The following action plan breaks down all the projects mentioned within the report into actionable steps in the short term (next 2 years), medium term (2-5 years) and long term (beyond 5 years).

Priority projects have been identified as Balloch Castle; West Riverside; Parking Strategy; Station Square and Events/Activity Strategy.

Every project will depend on effective collaborative action to be brought to fruition; the action plan suggests who the lead and support players should be and where there might be opportunities for other organisations to be positively involved.

In addition to the project-specific actions identified in the action plan, it is important that appropriate governance and communication arrangements are put in place to keep the momentum of the Charrette, and ensure that there is demonstrable progress towards action during 2016. This should take place in discussion with the community, establishing a mechanism for local communication. At its simplest, this could be a steering group comprising a range of partners to lead and monitor implementation of the Charrette action programme. There may also be scope for targeted local organisations to be established, such as a business association (to undertake collective efforts like marketing and events programming) and a Community Development Trust (to deliver or contribute to the delivery of projects which would benefit from community involvement such as riverbank management and events programming in public spaces). Organisations like DTA Scotland can provide useful advice and experience on which models might be most appropriate for Balloch.

Project		Short Term (Years 1-2)	Medium Term (Years 2-5)	Long Term (Years 5+)		Lead	Support	Opportunities for others
New riverside walkway connecting village centre, Balloch Pier and Loch Lomond Shores	PP	<ul style="list-style-type: none">Work up scheme design (to be integrated with West riverside proposals), agree funding package in conjunction with wider riverside proposals	<ul style="list-style-type: none">Implement as early phase of wider West riverside proposals.			<ul style="list-style-type: none">Scottish Enterprise	<ul style="list-style-type: none">Preferred bidder for West riversideNational Park Authority	<ul style="list-style-type: none">Sustrans
Secure a viable use for Balloch Castle that is compatible with long term sustainability, funding potential and ownership constraints; include café/toilets for public use. Maximise local skills/employability benefits.	PP	<ul style="list-style-type: none">Options appraisal to find appropriate use of Castle building.	<ul style="list-style-type: none">Appoint delivery partner to develop and implement viable proposal, business plan and funding package, maximising local skills/employability benefits.			<ul style="list-style-type: none">WDC	<ul style="list-style-type: none">National Park AuthorityCommunity CouncilGlasgow City Council	<ul style="list-style-type: none">New business opportunities
Develop West Riverside site	PP	<ul style="list-style-type: none">Prepare development proposals for land owned by Scottish Enterprise.Agree local employability package as part of development delivery	<ul style="list-style-type: none">Implement development proposals and local employability package			<ul style="list-style-type: none">Scottish Enterprise	<ul style="list-style-type: none">Preferred developer for West riversideCommunity CouncilWDC Economic DevelopmentSustrans	<ul style="list-style-type: none">New business opportunities

Action Plan

Project		Short Term (Years 1-2)	Medium Term (Years 2-5)	Long Term (Years 5+)		Lead	Support	Opportunities for others
Activity/Event Strategy and Plan	PP	<ul style="list-style-type: none"> Prepare an activity and events strategy and plan 	<ul style="list-style-type: none"> Deliver and facilitate calendar of events and activities 	<ul style="list-style-type: none"> Deliver and facilitate calendar of events and activities 		<ul style="list-style-type: none"> National Park Authority 	<ul style="list-style-type: none"> WDC Loch Lomond Shores Community Council 	
New 'Station Square' arrival point and public space Project may include: <ul style="list-style-type: none"> Rename station 'Balloch Loch Lomond'. New space between Station/ Sweeneys Cruises. High quality public realm. Resite historic bronze fountain. Develop Management and Maintenance Plan Maximise local skills/employability benefits. Public conveniences 	PP	<ul style="list-style-type: none"> Prepare detailed public realm design and management & maintenance plan. Rename station. 	<ul style="list-style-type: none"> Implement public realm improvements 			<ul style="list-style-type: none"> WDC 	<ul style="list-style-type: none"> Sustrans Sweeneys Cruises Scottish Enterprise National Park Community Council VisitScotland Local businesses Network Rail/ Abellio/ Scotrail/ SPT 	<ul style="list-style-type: none"> New business opportunities
Parking strategy to maximise parking availability Project may include: <ul style="list-style-type: none"> Undertake parking survey during summer 2016 to properly understand the situation, with community input use this to shape action plan. Increase awareness of rail travel to Balloch. Maximise number of parking spaces at Moss O'Balloch, West riverside, Balloch Pier, Balloch Castle, Old Luss Road, Balloch Road and Drymen Road - without damaging the area's character. Improve walking routes and signage around the village, including a bridge or ferry across the River Leven at the mouth of the loch. Investigate high-quality shuttle connecting car parks, railway station and destinations. An 'Event Parking Strategy' should be investigated and developed During major events, maintain vehicle access to businesses in the village centre. Redesign Balloch Road in village centre to minimise indiscriminate parking. Create coach drop-off space at proposed 'Station Square'. 	PP	<ul style="list-style-type: none"> Undertake summer parking survey, with input from Community Council and businesses. Commission parking strategy for village as a whole, using Charrette report as the brief. 	<ul style="list-style-type: none"> Begin phased implementation of parking strategy. 	<ul style="list-style-type: none"> Continue phased implementation of parking strategy. 		<ul style="list-style-type: none"> WDC 	<ul style="list-style-type: none"> National Park Authority Local businesses Community Council Residents Scottish Enterprise Key landowners Abellio Scotrail Sustrans 	

Action Plan

Project		Short Term (Years 1-2)	Medium Term (Years 2-5)	Long Term (Years 5+)		Lead	Support	Opportunities for others
<p>Management and Activity Plan for Balloch Park</p> <p>Project may include:</p> <ul style="list-style-type: none"> Improve paths into the Park along river/loch and from Moss O'Balloch, and integration with new connection across river mouth. Selective woodland felling in the Park to open up vistas. Enhanced lighting in the Park. Historical interpretation on site of old castle near Walled Garden. Investment in infrastructure for outdoor events spaces below Balloch Castle and in Walled Garden. Appropriate free adventure activities in the Park. Measures to reduce erosion of river banks and lochside. Establish 'Friends of Balloch Park' to co-ordinate proposals and ongoing management. 		<ul style="list-style-type: none"> Prepare Management Plan for Balloch Park. Agree local employability package as part of development delivery if appropriate. Establish 'Friends of Balloch Park' to help co-ordinate events and management of Park. 	<ul style="list-style-type: none"> Begin phased delivery of improvements and Management and Maintenance Plan, maximising local skills/employability benefits 	<ul style="list-style-type: none"> Continue phased delivery of improvements and Management and Maintenance Plan, maximising local skills/employability benefits. 		<ul style="list-style-type: none"> WDC 	<ul style="list-style-type: none"> National Park Authority Community Council Glasgow City Council Friends of Balloch Park 	<ul style="list-style-type: none"> Love Loch Lomond West Dunbartonshire Environment Trust Woodland Trust
<p>New 'Village Square' at entrance to Moss O'Balloch</p> <p>Project may include:</p> <ul style="list-style-type: none"> High quality public realm. Maintain and improve as necessary Moss O'Balloch: play park, paths, events/ recreation spaces, drainage and parking. Organise events and activities to bring activity to the new space. Develop Management and Maintenance Plan Maximise local skills/employability benefits. 		<ul style="list-style-type: none"> Prepare detailed public realm design and management & maintenance plan. 	<ul style="list-style-type: none"> Implement public realm improvements. 			<ul style="list-style-type: none"> WDC 	<ul style="list-style-type: none"> National Park Authority Local businesses Community Council Sustrans 	<ul style="list-style-type: none"> New business opportunities
<p>Signage strategy to develop clear, flexible signage hierarchy:</p> <ul style="list-style-type: none"> Strategic arrival points and destinations. Individual businesses/attractions within those strategic destinations. Onward connections to other places via NCN and long distance paths. Develop Management and Maintenance Plan. 		<ul style="list-style-type: none"> Develop co-ordinated and flexible signage strategy using Charrette report as the brief. 	<ul style="list-style-type: none"> Begin phased implementation as development takes place and funding becomes available. 	<ul style="list-style-type: none"> Continue implementation. 		<ul style="list-style-type: none"> National Park Authority 	<ul style="list-style-type: none"> WDC Local businesses and facilities Abellio Scotrail VisitScotland Scottish Enterprise Community Council 	
<p>Collaborative review of pier area</p>			<ul style="list-style-type: none"> Collaborative design to maximise integration of development proposals and supporting infrastructure/facilities 	<ul style="list-style-type: none"> Implement development proposals. 		<ul style="list-style-type: none"> National Park Authority 	<ul style="list-style-type: none"> Scottish Enterprise Loch Lomond Steamship Company Loch Lomond Water Sports Association WDC Roads 	<ul style="list-style-type: none"> Sustrans

Action Plan

Project		Short Term (Years 1-2)	Medium Term (Years 2-5)	Long Term (Years 5+)		Lead	Support	Opportunities for others
Tidy up river and manage erosion of river banks - maximising opportunities for local volunteer groups and skills/employability benefits.		<ul style="list-style-type: none"> Prepare River Leven Management Plan from Loch Lomond to barrage. Remove abandoned boats from water. Selective felling of trees on Monkey Island and banks to reveal views. 		<ul style="list-style-type: none"> Secure funding and deliver public realm improvements Implement Management and Maintenance Plan. 		<ul style="list-style-type: none"> WDC 	<ul style="list-style-type: none"> Scottish Water National Park Authority SEPA Riparian Landowners Community Council 	<ul style="list-style-type: none"> West Dunbartonshire Environment Trust
Woodbank House <ul style="list-style-type: none"> Renovate and re-use historic A-listed building, with sensitive new 'enabling' development in grounds to generate funding for renovation. LDP proposed use is tourism. 		<ul style="list-style-type: none"> Submit planning application. Promote opportunity through Local Development Plan delivery programme. 	<ul style="list-style-type: none"> Implement development and renovate Listed Building. 			<ul style="list-style-type: none"> Agent and Landowner 	<ul style="list-style-type: none"> National Park Authority 	
New connection across River Leven between Balloch Pier and Balloch Park			<ul style="list-style-type: none"> Feasibility study exploring all options - bridge, ferry, bus/shuttle. 	<ul style="list-style-type: none"> Investigate funding for preferred option. 		<ul style="list-style-type: none"> National Park Authority Scottish Enterprise WDC 		
Integrate new/improved pedestrian/cycle routes with local path network: <ul style="list-style-type: none"> National Cycle Network, River Leven towpath, John Muir Way, Three Lochs Way and via Loch Lomond Shores to Cameron House 			<ul style="list-style-type: none"> Design signage and path improvements to connect riverside walkway to wider path network, including Management & Maintenance Plan. 	<ul style="list-style-type: none"> Implement signage and path connections 		<ul style="list-style-type: none"> WDC 	<ul style="list-style-type: none"> National Park Authority Sustrans Scottish Enterprise Cameron House 	<ul style="list-style-type: none"> CSGN Helensburgh & District Access Trust West Dunbartonshire Environment Trust

WEST DUNBARTONSHIRE COUNCIL

Report by the Strategic Lead of Regeneration

**Infrastructure, Regeneration and Economic Development Committee:
15 June 2016**

Subject: Queens' Quay, Clydebank

1. Purpose

- 1.1** The purpose of this report is to update the Committee on the progress made at the Queens' Quay regeneration development.

2. Recommendations

That the members note:

- 2.1** the progress that has been made to date and that the budget allocation of £15.62M will be fully utilised within the 3 year period ending March 2018;
- 2.2** that a District Heating System with a water source heat pump is being investigated with consideration for inclusion throughout the Queens Quay site and also retro-fitted into neighbouring Council assets such as Aurora House, new Leisure Centre and the West College Scotland facility.
- 2.3** that the District Heating System potential will be the subject of a future paper to committee for consideration as a user and also as a potential participant in the establishment of a District Heating System.

3. Background

- 3.1** The site lying to the South of Dumbarton road between Cart Street and Cable Depot Road extends to around 41 Hectares and has potential for mixed used development comprising over 1,000 new homes, associated retail and other commercial facilities, NHS Health Centre and a Council Care Home.
- 3.2** Council approved the principle of a development agreement between the Council and site owners Clydeside Regeneration Ltd (CRL). The agreement was concluded in July 2015.
- 3.3** Under terms of the agreement the council will invest upto £15.62M in core infrastructure and associated public realm in return for a share of future land sale receipts arising from the disposal of plots for development.

- 3.4** The landowner, CRL was obligated under the agreement to submit proposals for and obtain Planning Permission in Principle for the agreed masterplan.
- 3.5** A major application procedure was initiated in January 2015 which resulted in submission of Application for PPiP with supporting Environmental Statement in October 2015.
- 3.6** The Planning Committee on 23 March 2016 reached a “minded to grant” decision subject to a legal agreement seeking a financial contribution to encourage bus operators to provide services to the proposed development. The planning legal agreement is in the process of being documented.
- 3.7** Following the approval of PPiP work has been initiated to develop design in preparation of applications for the Roads construction and waterfront public realm works.
- 3.8** Detailed site investigation and environmental analysis has been undertaken across a wide area together with geotechnical reports to support the design of the new road. This work supplements the previous reporting for earlier proposals and more recent Flood Risk Assessment included with the Environmental Assessment.
- 3.9** A detailed survey has been undertaken on the Marine works comprising basin structure and quay walls, stone revetment and areas of rock armour on the river frontage which will inform the detailed cost plan which is being updated. The proposed remedial and new works will be designed to ensure that all structures will have a minimum design life of 60years, in order that they can be adopted by the Council.
- 3.10** Consideration of proposals for District Heating network has been supported by grant assistance from Scottish Government through the award of £75,000 to undertake detailed feasibility. This will be subject to a separate report in due course

4. Main Issues

- 4.1** The original programme anticipated that works would commence on site during the latter part of 2015 and be complete during FY 17/18. Work is now expected to commence in the Summer of 2016 although the target completion date remains unchanged with works packages being progressed in parallel to bring the project back on track.
- 4.2** Remediation of hydrocarbon impacted soils will commence during July/August 2016 when it is also expected that contractors will start earthmoving operations related to the removal of the material currently being stockpiled on site.

- 4.3** Consistent with the conditions of PPIP a “mini masterplan” is required for the proposed Health Quarter. The Design Teams for both the Care Home and Health Centre continue to work collaboratively to progress and refine the mini masterplan for the Health Quarter site with guidance from our colleagues in Planning and Roads & Transportation. Programme target date for agreement in principle for the mini masterplan is June 2016. Timeline is informed by three projects, Queens Quay detailed infrastructure development, the Health Centre, and the Care Home.
- 4.4** CRL are working closely with the Council to ensure a joined up approach is adopted in relation to the proposed Junction improvements at Cart Street and Cable Depot road and proposed carriageway alterations and the creation of a shared surface on Dumbarton Road/Glasgow Road.
- 4.5** CRL has appointed a marketing, branding and PR consultant firm to develop a branding and marketing strategy for the project as well as dealing with press, PR and website enquiries. It is proposed that the consultants will work closely with Council staff in development of the strategy and implementation.
- 4.6** In order to inform the detailed feasibility study for a District Heating System it has been assumed that the Council, subject to being wholly satisfied over future contract terms, would be willing to procure its current demand for heating and cooling from the proposed District Heating System. This will be the subject of a future committee paper.
- 4.7** Provisions in the development Agreement will ensure that the Council has the option to become an investor in the District Heating System. Subject to demonstrating technical feasibility detailed proposals and an investment prospectus will be developed for consideration by the IRED committee on 14 September 2016.

5. People Implications

- 5.1** Officers continue to work closely with CRL to implement the terms of the development Agreement and deliver the infrastructure. There are no new people implications

6. Financial and Procurement Implications

- 6.1** A strategic management group has been established to provide a governance framework to oversee the project. The group meets bi monthly with fortnightly reporting of progress and a monthly finance summary.
- 6.2** The original programme anticipated has been delayed and planned expenditure was below forecast expectations for 2015/16. Planned expenditure will be reprogrammed for 2016/17 and 2017/18 to ensure the original completion date is achieved.

- 6.3** The original financial model and assumption will be used to measure financial performance. An updated cost plan is being prepared to reflect recent design development and the requirements of the Planning consent. The Development agreement requires CRL to work within strict financial parameters and it is anticipated that they will procure the planned works in packages consistent with the financial limitations.
- 6.4** The previously reported development programme and expected financial projections are summarized below in Table 1: £15.62m of the core infrastructure costs will be funded by the Council, with the remaining £680k being funded from the first land sales. It is expected that a more refined financial projection will be developed as part of the cost planning and procurement process.

Table 1

Financial Years	2015/16	2016/17	2017/18	TOTAL
	£k	£k	£k	£k
Demolitions & site clearance		628	237	865
Earthworks		1,224	321	1,545
Roads/Pavements		1,272	657	1,929
Offsite Roadworks		202	410	612
Marine Works		3,235	1,668	4,903
Boundary Walls		208	128	336
External Drainage		796	362	1,158
External Services		789	49	838
Hard/Soft Landscaping		142	703	845
Prelims Core		1,084	220	1,304
Professional Fees	334	747	313	1,394
Project Contingency		322	229	551
Total	334	10,649	5,297	16,280

- 6.5** It is anticipated that the investment will be recovered through land sales to developers and Table 2 below shows the adjusted phasing and values of revenue which will be shared between the CRL and the Council in proportion to the investments made.

Table 2

		Expected Start (FY)	Gross Revenue (£k)
Development			
Phase	1	2017/18	3,380
	2	2018/19	2,730
	3	2019/20	5,070
	4	2020/21	1,870
	5	2021/22	3,850
	6	2022/23	3,060
	7	2023/24	1,590
	8	2024/25	4,300
	9	2025/26	1,470
	10+		3,910
Totals			31,230

7. Risk Analysis

- 7.1 A project Risk Register is maintained and is subject to regular review by the Queens Quay strategic management group. A summary of key risks and mitigation strategies is contained in Table 3.

Table 3

Type	Key risk	Impact	Mitigation
Project Cost	Core infrastructure over-run	Financial additional funding required	A general project contingency allowance of 4% on projected infrastructure budget (as part of £15.62M) has been allocated. In addition to the provision for CRL/WDC to share any additional costs, the revenue sharing formula fully accounts for actual expenditure.
Project Timing	Delayed start and extended programme of work	Financial & Regeneration - Cash flow and Revenue stream/ Economic benefits delayed which would have additional cost implications.	Proactive management and robust project control. The financial model adopted a sequential approach to work programmes whereas it is expected that some contracts can be delivered in parallel to bring project back on track.
	Market conditions	Slowdown of plan and of planned revenue stream/ economic benefits	A regular review of prevailing market conditions continues and timescales adjusted accordingly. It is too early in the development to draw any conclusions from the current market conditions.

Project Value	Shortfall in projected receipts	Financial - Full recovery of WDC expenditure not possible and therefore ongoing revenue impact of borrowing	Impacts offset by positive economic benefits and long term GVA and Council Tax revenues.
Legal	Procurement Legal challenges from third parties	Delay to start, additional cost	Adopt compliant approach to procurement

8. Equalities Impact Assessment (EIA)

- 8.1 An initial EIA screening has been carried out and suggests no adverse impacts.

9. Strategic Environmental Assessment (SEA)

- 9.1 The developers were required to undertake a full environmental assessment as part of the PPIP major application process. This has been subject to internal review and agreement with Officers.
- 9.2 Opportunities to adopt low carbon principles in developing the site will be encouraged. The adoption of a District heating network and modern building techniques and the possible inclusion of Water Source heat will assist in meeting carbon reduction targets.
- 9.3 The developers have agreed to make a financial contribution to encourage bus services within the development and are keen to support improved rail services in order to maintain the focus on public transport links.
- 9.4 Strong pedestrian links will be established with the Town centre in Clydebank with cycle routes extended along the river frontage as part of the linear park. The designation of areas of shared surface will be used to moderate vehicular movement in key areas.
- 9.5 A landscape strategy will be developed for the site consistent with the planning frameworks which will provide areas of open space to encourage recreational activity.
- 9.6 Provision has been made within the PPIP to undertake continued site monitor of the water environment to ensure that the remediation strategy is properly implemented. Provisions also include for Air quality and noise impact assessments on an ongoing basis.

10. Consultation

- 10.1** During the development process internal consultation will continue between the appointed consultants and officers from Regeneration, Planning, Asset Management, Legal, Democratic and Regulatory Services, Finance Services and the Community Healthcare Partnership.
- 10.2** It is expected that local community consultation and engagement will develop as detailed proposals and designs are developed further.

11. Strategic Assessment

- 11.1** The proposal is intended to stimulate the physical and economic development of derelict land to the economic and social benefit of the Council and the community. It will make a major contribution to the objectives:
- Improve economic growth and employability; and
 - Improve local housing and environmentally sustainable infrastructure.
- 11.2** The potential for district heating and the inclusion of water source heat pump could potentially make a significant contribution to assist the council in achieving its carbon reduction targets.

Jim McAloon
Strategic Lead of Regeneration
Date: 15 May 2016

Person to Contact:	Michael McGuinness- Manager, Economic Development, Council Offices, Garshake Road, Dumbarton, G82 3PU. Telephone: 01389 737415 e-mail: michael.mcguinness@west-dunbarton.gov.uk
Appendices:	N/a
Background Papers:	IREC Committee Report 12 September 2014: Queens' Quay, Clydebank

WEST DUNBARTONSHIRE COUNCIL**Report by the Strategic Lead - Regeneration****Infrastructure, Regeneration and Economic Development Committee:
15 June 2016**

Subject: Pappert Windfarm

1. Purpose

- 1.1** The purpose of this report is to advise Committee of changes in onshore wind financial support and the implications for the Council's proposed wind farm project.

2. Recommendations

- 2.1** It is recommended that the Committee:
- (i) note the content of this report; and
 - (ii) agree to continue assessing partnering opportunities with a Private Sector developer and continue with the initial studies associated with the development phase.

3. Background

- 3.1** The Scottish Government is committed to promoting the increased use of renewable energy sources with clear targets for renewable electricity which is to generate the equivalent of 100 percent of Scotland's gross annual electricity consumption by 2020.
- 3.2** Through its Energy Strategy West Dunbartonshire Council are committed to;
- Reduce Energy Consumption throughout the Council;
 - Encourage the use of alternative fuels and renewable energy sources; and
 - Promote energy efficiency and conservation.
- 3.3** In August 2011 the UK government ended the ban on local authorities being able to generate and sell electricity into the national grid. This move applicable to all local authorities in Scotland, England and Wales allows them to participate in renewable energy projects on a commercial basis.
- 3.4** The Council carried out a high level evaluation of the Council's estate for the purposes of utilising that estate for wind energy. As part of the Securitisation Project a detailed business case was produced in December 2012 outlining options for development of a wind farm on the Council's estate.

Pappert Community Woodland was deemed to be a realistic prospect with potential for a technically and environmentally feasible 5 Mega Watt (MW) wind project.

- 3.5** The option to develop, construct and operate a new wind farm was recommended and accepted as a project contained within the 10 year Capital Programme. By developing, constructing and operating the project, the Council can shape the revenue available to it over the term of the project and set the correct balance between the revenue generated. Options for revenue included the Feed In Tariff scheme and the wholesale price of the electricity and revenue saved through discounting the price it pays for that wholesale electricity.
- 3.6** It has now been some time since the original business case was developed however work has been on-going to enable the Council to reach a position in which it could release a tender for the stage one development. This tender includes lots for a detailed feasibility study including financial appraisal, community engagement, wind monitoring and the planning application including environmental impact assessment.

4. Main Issues

- 4.1** In June 2015, the Energy and Climate Change Secretary for the UK released a statement indicating that the Renewable Obligation Scheme would end in March 2016 one year earlier than previously planned. There was a grace period built in for projects that already had planning consent, a grid connection offer and acceptance, and evidence of land rights for the site on which their project will be built.
- 4.2** The statement also indicated that in relation to the Feed In Tariff scheme, they would be considering options for continued support for community onshore wind projects as part of the review. In November 2015 new tariff rates were announced which continued to support smaller wind projects however projects above 1.5MW suffered due to a dramatic reduction in tariff support.
- 4.3** This change has resulted in a review of the project, with a reduced scale of project being the most commercially attractive option moving forward. The new Council proposal will now be a 1.5MW project rather than a 5MW scheme. This has reduced the capital value of the project to £3.699m with a revised average annual income of £0.450m over the life of the project. The average annual revenue saving of £0.450m generates, within the capital plan support for prudential borrowing of £5.429m. This equates to a payback period of 8 Years which is consistent with the original larger scheme.
- 4.4** The project team continue to meet with Lomond Energy following their original scheme being rejected at the Planning Committee in 2013 and hope to work in partnership in terms of procurement efficiencies in the development phase. It should be noted that the development phase will be conducted over the next 2 financial years with the construction planned for the following year. This will

include all required studies, access arrangements and electricity grid connections. Lomond Energy are currently considering an alternative proposal to go back through the planning process and will keep the Council project team and the Planning Team informed of progress.

- 4.5** Now that there is more certainty regarding the Feed In Tariff moving forward the project team will now progress further discussions with Planning and other statutory consultees to test the viability of this smaller project. The team intends to progress with the production of a Visual Impact Assessment to enable meaningful consultation with statutory consultees. If this consultation is favourable then the project team would then conclude the detailed development phase work. The intention is to conclude this initial work over the summer and come back to the IRED Committee with a further report in the Autumn detailing out the next steps for the project.

5. People Implications

- 5.1** The Capital Investment Team will now progress the development phase with suitable resources allocated to the project. There is a requirement for on-going Council Legal and Procurement input into this project.

6. Financial and Procurement Implications

- 6.1** As noted above the project proposed is changed from the original capital investment based on the 5MW project, reducing the capital investment to £3.699m and changing the anticipated average annual revenue saving to £0.450m. This capital investment value and revenue saving were updated in the most recent capital plan approved by Council in February 2016.

7. Risk Analysis

- 7.1** Given the sensitive nature of wind farm developments there is always risk associated with planning approval and community buy-in. The project team will continue to engage with all statutory consultees through the next phase of the project to minimise the risk where possible.
- 7.2** It should be noted that as the proposed project saving generated will support more borrowing than the project costs, then there is a risk that if the project does not proceed that this will not provide the saving to fund the borrowing anticipated in the capital plan.

8. Equalities Impact Assessment (EIA)

- 8.1** An Equalities Impact Assessment Screening was carried out as part of the original business case. A further screening assessment will be undertaken once a preferred scheme has been identified for the site.

9. Strategic Environmental Assessment (SEA)

9.1 A strategic environmental assessment is not necessary for decisions related to this report.

10. Consultation

10.1 Discussions have previously taken place with statutory consultees regarding the Council's original scheme. As detailed in 7.3, consultation regarding the new scheme will now commence with all required parties.

11. Strategic Assessment

11.1 This proposal will contribute to improving economic growth and employability; and improving local housing and environmentally sustainable infrastructure.

Jim McAloon
Strategic Lead - Regeneration
Date: 11 May 2016

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Appendices: None

Background Papers: None

Wards Affected: 2, Leven

WEST DUNBARTONSHIRE COUNCIL

Report by the Strategic Lead of Regeneration

**Infrastructure, Regeneration and Economic Development Committee:
15 June 2016**

Subject: Community Asset Transfer Policy and Procedures

1. Purpose

- 1.1** The purpose of this report is to provide Committee with an update in respect West Dunbartonshire Council's Community Asset Transfer Policy and Procedures.

2. Recommendations

- 2.1** It is recommended that Committee:

- (i) Note West Dunbartonshire Council's Draft Community Asset Transfer Policy 2014 – 2017.
- (ii) Note West Dunbartonshire Council's Draft Community Asset Transfer Procedures to include:
 - a. Community Asset Transfer Draft Internal Guidance Notes (attached as Appendix 1).
 - b. Community Asset Transfer Draft User Guide Notes for Applicants along with associated application forms (attached as Appendix 2).
- (iii) Note that the above documents may be subject to amendment once the regulations which will accompany the Community Empowerment (Scotland) Act 2015 are released later this year.
- (iv) Note that the draft policy and procedures will be reported back to the first available Committee for approval once the regulations are issued in late 2016.

3. Background

- 3.1** Over the past few years, legislation and national policy in Scotland has shown increased support and recognition of strong and resilient communities and the part that community ownership can play in building those communities.
- 3.2** The Community Empowerment (Scotland) Bill was proposed in the Scottish Parliament in June 2014 and received Royal Assent on 24th July 2015.

- 3.3** The Act underlines Local Government's commitment to transferring more power to communities and supporting them to lead their own change. Community control over assets can be a key contributor to effective community led action providing increased confidence and sustainability as well as a physical base for community activities.
- 3.4** Divided into nine parts, Part 5 of the Act, "Asset Transfer Requests" provides a framework to allow community bodies to take on assets (land or buildings) from the public sector. Community bodies have a right to request control of any Council owned or leased land or buildings.
- 3.5** Community bodies' controlling their own land or buildings helps strengthen communities. They can develop local services and activities and make their area a better place. West Dunbartonshire Council would like to actively enable communities to achieve this.
- 3.6** The transfer of responsibility for an asset from a local authority to a community body can be conferred through either a short or long term lease, transfer of outright ownership or such other bestowed rights (such as the right to occupy or manage land/buildings).
- 3.7** The authority must agree to the transfer unless there are reasonable grounds for rejection.
- 3.8** The price/rent to be paid for an asset is a key issue relevant to authorities and community bodies. The Act doesn't say what should be paid, whether the price should be at market value or at a discount, nor does it offer guidance as to how the non-financial benefits of a proposal can be assessed.
- 3.9** The regulations which will accompany the Act are not yet in place. A consultation paper has now been published seeking views on the detailed procedures for requesting and dealing with asset transfer requests. Once the guidance notes are issued, there is an expectation that the process will become clearer offering definition to the asset transfer process.
- 3.10** Consultation is expected to be complete by the end of June 2016 and it's anticipated that the regulations will be finalised around September 2016 whereupon all provisions of the Act will come into force
- 3.11** In the absence of any existing procedures set out for authorities to follow, West Dunbartonshire Council has now prepared a Draft Community Asset Transfer Policy and Procedures. The process began on 13 February 2013 when the Council approved its Property and Land Asset Disposal Strategy for the period 2013 – 2018 (subsequently updated annually with the most recent update at the IRED Committee on 25 November 2015). In response, a draft Community Asset Transfer Policy 2014 - 2017 was developed and presented to the Infrastructure, Regeneration and Economic Development (IRED) Committee for note in June 2014, whereupon it was noted that, following

internal and external consultation, the Policy would be brought back to Committee for approval.

- 3.12** A list of properties transferred to community bodies over the past four years is included as Appendix 4.

4. Main Issues

- 4.1** Since the draft policy was submitted at the 18 June 2014 IRED Committee, there has been significant internal and external consultation as outlined under Section 9 hereafter. The purpose of this consultation was to invite comment and opinion to inform the development of a user friendly policy and procedures which would meet the needs of both the Council and community bodies.
- 4.2** The Community Empowerment (Scotland) Act 2015 sets out the framework for asset transfer. It is anticipated that the forthcoming regulations will, to some extent, offer practical and detailed guidance as to how asset transfer will work in practice.
- 4.3** It is anticipated that the regulations will provide some guidance in respect of a number of key issues such as: procedures for making and dealing with asset transfer requests; the type and extent of information that should be supplied to community bodies in respect of land and buildings; and the required content of an asset register.
- 4.4** In the interim, West Dunbartonshire Council has produced a Community Asset Transfer Policy and Procedures which clearly defines each step of the process for internal users and for community bodies. Procedures will require to be updated once the regulations are completed and the Act comes into force.
- 4.5** Following extensive community engagement and internal consultation, a draft policy and a comprehensive set of procedures have been created as follows:
- i. Updated Community Asset Transfer Policy 2014 - 2017 (attached as Appendix 1).
 - ii. Community Asset Transfer - Draft Internal Guidance Notes (attached as Appendix 2) – This document provides a step by step set guide for internal users covering all aspect of the asset transfer process including:
 - (a) The internal process for the allocation of assets deemed surplus to requirements and thereafter the route by which they are placed on either the Surplus for Open Market Disposal List or the Surplus for Asset Transfer List. All properties on the Surplus for Asset Transfer List will be marketed widely to community bodies. Guidelines are also provided in respect of the protocols that should be followed when an approach is made from a community body for an asset which is not on the Surplus for Asset Transfer List. WDC's grounds

for rejection of a request for asset transfer are clearly set out taking into consideration whether agreeing to a request would restrict WDC's ability to carry out its functions. The transfer rejection criteria will be finalised following release of the regulations. It is anticipated that assets with a value in excess of a certain sum will be excluded from asset transfer. The exact sum is to be verified once the regulations are finalised.

- (b) The internal processes for the marketing of assets on the Surplus for Asset Transfer List along with the application process for interested community bodies. Applicants will be required to follow a three tiered process. The first step will be the completion of an Initial Expression of Interest Form providing summary details of their interest. If the application proceeds to the next stage, the applicant(s) will be required to complete and submit, which should provide a comprehensive outline of the group's proposal. All submissions will thereafter be evaluated internally by a panel of officers. Only one applicant can proceed to the third and final stage and progression to that stage will require Committee approval. If no successful applicants are identified then the asset can be remarketed.
 - (c) The internal process to deal with the preferred bidder and to assist them in the preparation of a business plan, which substantiates the viability and sustainability of their proposal. The final business plan is then evaluated and a decision made to proceed or reject the interest.
- iii. Community Asset Transfer – Draft Users Guide Notes for Applicants along with associated application forms (attached as Appendix 3) – This document provides community bodies with a breakdown of the asset transfer process, which is broadly similar irrespective of whether the applicant is requesting an asset transfer in respect of a property which is on the Surplus for Asset Transfer List or not. In summary, the guidelines highlight the following:
 - (a) Sources of information in respect of assets available for asset transfer i.e. the Council's website, local newspapers etc.
 - (b) The application process including the submission of an Initial Expression of Interest form and thereafter a Community Asset Transfer Application Form. Guidelines are provided on the respective forms which offer applicants examples of the type and extent of information required.
 - (c) The requirement that the successful applicant submit a business plan as part of the final stage of the application process.
 - (d) Key sources of information and assistance which can be made available to applicants both internally and external to the Council.

- 4.6 It would be prudent to identify a financial ceiling value for assets which the Council would deem suitable to transfer under Community Asset Transfer Procedures. Officers will discuss with Scottish Government and other Local Authorities in order that they can recommend a financial ceiling on assets which may be eligible for Community Asset Transfer to a future committee.

5. People Implications

- 5.1 There are potentially significant people implications in the sense that resource will be required to market and deal with applications for community asset transfer should the process be popular. Depending on the level of interest which is generated from community bodies, this could potentially detract from the ability to market land and buildings suitable for open market disposal thereby limiting opportunity to generate potentially significant capital receipts (e.g. strategic sites).

6. Financial Implications

- 6.1 The price/rent to be paid for an asset is a key issue relevant to local authorities and to community bodies. The Act doesn't state what should be paid, whether the price should be at market value or at a discount, nor does it offer any guidance as to how the non-financial benefits of a proposal are to be assessed. The regulations will not provide further direction in this respect, however, the Scottish Government has set up a working group to provide guidance on the valuation and assessment of non-financial benefits associated with asset transfer.

7. Risk Analysis

- 7.1 A clear and succinct Asset Transfer Policy and Procedures is required in order to allow all community groups the same opportunity to undertake an asset transfer. The draft Policy and Regulations will inevitably require to be updated following release of the regulations. It is also possible that once the procedures are put into practice and the process evolves, that they will require to be amended and updated.

8. Equalities Impact Assessment (EIA)

- 8.1 An Equality Impact Screening was undertaken, which identified that the positive impact of a Community Asset Transfer Policy and Procedures was the delivery of clearer direction and greater reach to protected groups.
- 8.2 An action identified as part of the Equalities Impact Assessment is that officers forming part of the evaluation panel should be trained in Equalities Impact Assessment. Measures must also be put in place to ensure maximum exposure of opportunity to all community bodies.

9. Consultation

- 9.1** Preparation of the Community Asset Transfer Policy and Procedures was undertaken in consultation with external bodies such as West Dunbartonshire Community and Volunteering Services (WDCVS), West Dunbartonshire Equalities Forum and Development Trust Association Scotland.
- 9.2** The Council's Legal and Regulatory Services have provided advice and recommendations along with various other Council services including Finance, Economic Development and Regeneration, and Corporate and Community Planning.
- 9.3** Consultation with an external adviser was required in order to ensure legislative compliance.
- 9.4** At the Community Alliance meeting on 15 April 2015, the Council's Asset Management department presented a paper highlighting the Council's desire to put in place a Community Asset Transfer Policy and Procedures. Community engagement was perceived as an essential part of the process in order to ensure the delivery of a user friendly policy and procedures which would meet the needs of both the Council and the local community.
- 9.5** A further consultation with the Community Alliance was undertaken on 4 May 2016 in advance of the documents being submitted to the IRED Committee on 15 June 2016. It is envisaged that when the report for final committee approval is submitted at the end of 2016 a further discussion will take place with the Community Alliance.

10. Strategic Assessment

- 10.1** Community engagement reinforces WDC's commitment to community empowerment and helps facilitate the formation of a Community Asset Transfer Policy and Procedures which will be practical, effective and which will allow community bodies opportunities to engage in asset transfer and thereby develop local services and activities which will enhance their local area.

Jim McAloon
Strategic Lead of Regeneration
Date: 10 May 2015

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Appendices: Appendix 1 - Updated Draft Community Asset Transfer
Policy 2014 – 2017.

Appendix 2 – Community Asset Transfer – Draft Internal Guidance Notes

Appendix 3 – Community Asset Transfer – Draft User Guide Notes for Applicants along with associated application forms.

Appendix 4 – list of transfers already completed

Background Papers:

Report by the Executive Director of Housing, Environmental and Economic Development to the Housing, Environment and Economic Development Committee on 13 February 2013: Property and Land Asset Disposal Strategy 2013 - 2018

Report by the Executive Director of Infrastructure and Regeneration to the Infrastructure, Regeneration and Economic Development Committee on 18 June 2014: Progress Report and updating of Property and Land Asset Disposal Strategy 2013 – 2018.

Report by the Executive Director of Infrastructure and Regeneration to the Infrastructure, Regeneration and Economic Development Committee on 18 March 2015: Update on Property and Land Asset Disposal Strategy 2013-2018

Report by the Executive Director of Infrastructure and Regeneration to the Infrastructure, Regeneration and Economic Development Committee on 25 November 2015: Update on Property and Land Asset Disposal Strategy 2013-2018

Report by the Executive Director of Infrastructure and Regeneration to Community Planning on 15th April 2015: Community Asset Transfer Policy and Procedures

Report by the Strategic Lead of Regeneration to Community Planning on 4th May 2016: Community Asset Transfer Policy and Procedures.

Equalities Impact Assessment

Wards Affected:

All



DRAFT

**COMMUNITY
ASSET TRANSFER POLICY
2014-2017**



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1. Introduction

West Dunbartonshire Council is committed to improving outcomes for local people as highlighted in the Council's Strategic Plan 2012-17 as follows:

- To improve economic growth and employability;
- To improve life chances for children and young people;
- To improve care for and promote independence with older people;
- To improve local housing and environmentally sustainable infrastructure; and
- To improve the wellbeing of communities and protect the welfare of vulnerable people.

How the Council manages its property assets and how it delivers its services from these assets can help fundamentally shape communities and can also have a direct impact on neighbourhoods.

In 2013, West Dunbartonshire Council approved its Property and Land Asset Disposal Strategy for the period 2013-18. The Strategy endorsed the view that **all** assets must contribute to the Council's strategic aims and ambitions, and highlighted the particular contribution that they can make in terms of:

- Optimising asset portfolios to meet changing service needs;
- Stimulating the economic and physical regeneration of West Dunbartonshire through the release of key development sites onto the market;
- Reaping financial benefits from savings in running costs and enhancing capital receipts;
- Implementing corporate plans and strategies in areas such as carbon reduction and sustainability;
- Acting as a catalyst for partnership working together with other public service providers.

Significantly, the Strategy also recognised that assets can make a specific contribution in terms of supporting the development and role of community organisations to provide key services within West Dunbartonshire.

However, since the process for transferring assets to community bodies will now follow an alternative route to existing surplus property disposal procedures, and because the strategic context for having a specific community asset transfer process in place is gathering momentum, the time is right to now set out the Council's policy position.

It is therefore against this backdrop of both emerging national best practice and legislation that this Community Asset Transfer Policy has been developed.

2. The Strategic Context

The transfer of local authority assets to community bodies across the UK has been gathering momentum since the Quirk Review was published in 2007.

However, in Scotland more recently, there have been two significant influences that have shaped attitudes towards the community ownership of public sector assets.

Firstly, the findings contained within the report by the Christie Commission on the Future of Public Services (2011) were unambiguous and significant in nature.

The Christie Commission reported that due to the global economic downturn the pressure on public service budgets would remain severe for a significant period of time and that the manner in which public services are delivered would need to be radically overhauled.

Significantly, the Commission noted that a radical change in the design and delivery of public services would be necessary irrespective of the major economic challenges to be faced.

The Commission argued that the public sector would need to undergo a drastic transformation to address key social and economic inequalities that have persisted in communities across Scotland.

At the heart of this argument is the acknowledgement that while public services play a crucial role in shaping society and the economy, it is the contribution that public services make to the wellbeing and resilience of communities that, in turn, will lead ultimately to a more vibrant economy and greater social cohesion.

The second significant influence is the Community Empowerment (Scotland) Act 2015, which received Royal Assent on 24th July 2015. The regulations which will accompany the Act are not yet in place. It's anticipated that they will be finalised around September 2016 whereupon all provisions of the Act will come into force.

The Scottish Government has placed community empowerment and public sector reform at the heart of its agenda and believes that ownership of land and buildings is a central factor in empowering communities. The Act will make it easier for communities to take ownership or make more efficient use of land and buildings.

Divided into nine parts, Part 5 of the Act, "Asset Transfer Requests" provides a framework to allow community bodies to take on assets (land or buildings) from the public sector. Community bodies have a right to request control of any Council owned or leased land or buildings. The authority must agree to the transfer unless there are reasonable grounds for rejection. West Dunbartonshire Council's Community Asset Transfer Procedures define rejection criteria and include, amongst others, the following:

- The asset is critical to frontline service delivery having been appraised as such as part of a strategic service delivery review.
- The asset relates to a strategic site, which will have significant economic impact.
- There would be significant operational disadvantage if the asset were to be transferred.

- Asset transfer would have tangible and negative implications for a service budget.
- The asset is located on a site which is subject to contamination requiring significant remediation.

The transfer of responsibility for an asset from a local authority to a community body can be conferred through either a short or long term lease, transfer of outright ownership or such other bestowed rights (such as the right to occupy or manage land/buildings).

The recurring powerful central themes and messages flowing from the Christie Commission and the Community Empowerment (Scotland) Act 2015 resonate strongly with West Dunbartonshire Council.

The Council has already taken steps to adjust to the challenges and opportunities identified by these two important and converging pieces of work, especially in its ongoing commitment to Equality.

In West Dunbartonshire, the Community Planning Partnership has been strengthened and now this more outcome-focused vehicle will be focused on delivering the aims of the Single Outcome Agreement (SOA) for the period 2014-17.

3. The Commitment

West Dunbartonshire Council will follow a fair and transparent process to give community bodies an opportunity to consider fully all aspects of a potential asset transfer, including the suitability and viability of the asset to meet their aspirations.

The Council will signpost groups to various organisations that can provide a wide range of support and advice throughout each stage of the process enabling them to evaluate their strengths, capabilities and weaknesses.

A transfer solution will be sought that meets both the aspirations of the group involved, and the requirement for due diligence on the part of the Council.

4. Understanding the opportunities and challenges

West Dunbartonshire Council has a long record of successfully engaging with community bodies. The Council is fully aware of the unique and diverse nature of these organisations and for this reason appreciates that asset transfer may or may not be the right solution for every community body.

As part of the process to explore a potential asset transfer, Council staff will work with community bodies to make sure that they:-

- Are prepared;
- Know what they are doing;
- Understand the implications for their future in taking on the asset;
- Have a clear vision and a business plan;
- Have the right skills in terms of governance and financial matters;

- Know where to go for advice and help; and
- Know the right questions to ask.

West Dunbartonshire Council wants community bodies to fully appreciate that operating a community asset will be a long-term business requiring long-term finance. The Council does not want to discourage community bodies from being passionate and entrepreneurial in their ambition to take on an asset, but it is important that these aspirations are well informed and realistic.

This is why it will ensure that all relevant information on an asset is made available at the outset, to include:-

- Information on the current condition of the asset;
- Electrical and Gas Safety Certification;
- Asbestos and Legionella Information;
- Energy Performance Certification;
- Details of the running costs and utilities;
- Details of any income streams from building occupants;
- Details of any potential planning considerations.

5. Measuring success

West Dunbartonshire Council will measure the ongoing success of an asset transfer against the following desired outcomes:-

- The community body is operating on a sound financial footing and has a business plan process to ensure that a sustainable funding stream is in place;
- The business plan is regularly reviewed to mitigate risk and is based on informed, prudent assumptions and an accurate assessments of costs;
- The condition of the asset and its energy efficiency is known at all times and an investment programme is in place to meet both future planned maintenance and capital improvement works;
- There is a health and safety plan in place for the asset and its occupants. There is a clearly identified individual with the responsibility for all compliance matters including, for example, legionella testing and boiler maintenance;
- The community body has the ongoing skills, capacity and leadership in place to manage the asset and deliver its business plan;
- The community body has a plan in place to deal with succession planning;
- The community body has effective governance arrangements in place to ensure clarification around roles, responsibilities and functions;

- The community body has completely adopted the Council's position as set out in its Equality Statement 2013-17;
- The community body is regularly demonstrating that the core outcomes from its business plan match, or contribute, to the overall objectives contained within the Councils Strategic Plan 2012-17 plus the West Dunbartonshire Single Outcome Agreement 2014-17;
- The community body has an ongoing commitment to carbon reduction and a programme in place to ensure that sustainability issues are embedded in all community activities and initiatives;
- The community body has a good track record of fostering productive working relationships with external bodies and community partners;
- The community body is good at external communication and sharing good practice; and
- The community body continually looks to secure wider community benefits and to strengthen links to other initiatives.

6. Conclusion

Community empowerment is only the first step. Strengthening communities or building community resilience, will be the greater challenge.

A resilient community is one where the people living in a particular geographical area have identified the social, economic and environmental issues that affect them and have adapted themselves to adjust to the problems they face.

By acquiring new skills, strengthening social bonds and developing new physical resources – perhaps through an asset transfer process – the community have used their inherent strengths, resources and ideas to become stronger over time and create a more inspiring, sustainable and social environment in which to live and work.

West Dunbartonshire Council acknowledges that building community resilience can be a complex process but is fully focused on making this happen.

The Council has, together with its partner organisations, now set ambitious targets contained within the West Dunbartonshire Single Outcome Agreement for 2014-2017 to enable this key objective to be achieved.

The Council understands that local leadership needs to be supported and nurtured. This, it is believed in turn, will enable and encourage groups to collectively take charge of developing or enhancing community resources themselves.

With this move into a new era of public policy, there will be opportunities for local communities to take greater control of their own destiny.

West Dunbartonshire Council believes that every community is a rich source of potential, energy and creativity and is fully committed to helping to unlock this potential.



Community Asset Transfer

Draft Internal Guidance Notes

Community Asset Transfer Summary Guide – Internal Use

Stage One – Allocation of Assets

Key documents:

- Stage One Flowchart – Allocation of Assets (attached as Appendix 1).
- Stage One Internal Process Notes – Allocation of Assets (attached as Appendix 2).
- Applications for Transfer - Transfer Rejection Criteria (attached as Appendix 3).

West Dunbartonshire Council produce an asset register of all land and buildings either owned or leased by the Council. The list will be publicly made available and will also be published on the Council's website allowing community bodies access to a comprehensive list of all assets.

In addition to the asset register, WDC will maintain a list of all land and buildings which are surplus to requirement and deemed suitable for community asset transfer. These properties will be actively marketed on a phased basis to community bodies with details published on the Council's website. A separate list of assets which are surplus and suitable for open market disposal will be kept.

The internal process for allocation of assets will require a biannual review process that leads to the identification of Council assets deemed surplus to requirements. The route for declaring a property formally "surplus to requirements" follows existing procedures and protocols. The Executive Director of Infrastructure and Regeneration has authority to declare an asset surplus after consulting with all other Executive Directors, the Chief Executive and the Convenor of the IRED Committee.

Once declared surplus, the asset in question will be placed either on the Surplus for Open Market Disposal List or the Surplus for Asset Transfer List.

If the asset is placed on the Surplus for Open Market Disposal List, then established internal procedures for the disposal of property should be followed.

If the asset is placed on the Surplus for Asset Transfer List, then the procedures and process contained within the hereafter defined Stage Two should be followed.

An approach from a community body for an asset that is not on the surplus for Asset Transfer List should trigger one of the following responses from the Council:-

1. A rejection of the approach based on the Transfer Rejection Criteria (attached as Appendix 3);
2. If the asset is deemed suitable for asset transfer it will require to be formally placed on the Surplus for Asset transfer List and the applicant will be required

to progress through the normal application process completing an Initial Expression of Interest Form and Community Asset Transfer Application Form.

Stage Two – Marketing of Assets for Transfer

Key documents:

- Stage Two Flowchart – Marketing of Assets for Transfer (attached as Appendix 4).
- Stage Two Internal Process Notes – Marketing of Assets for Transfer (attached as Appendix 5).
- User Guide Notes for Applicants (attached as Appendix 6).
- Initial Expression of Interest Application Form (attached as Appendix 7).
- Community Asset Transfer Application Form (attached as Appendix 8).
- Evaluation Form and Summary Sheet (attached as Appendix 9).
- Application for Transfer - Transfer Rejection Criteria (attached as Appendix 3).

By this stage, the asset will have been placed on the Surplus for Asset Transfer List. Stage two is fundamentally about:-

- Marketing the asset to community bodies.
- Inviting applications from community bodies;
- The scoring of applications by an assessment panel using the evaluation form;
- Securing formal approval from the Infrastructure Regeneration and Economic Development (IRED) Committee to proceed to Stage Three with a preferred bidder;
- Or rejecting an application and either re-starting the Stage Two process or placing the asset on the Surplus for Open Market Disposal List.

The assessment panel will comprise a combination of Council officers drawn principally from Asset Management, Corporate and Community Planning, Legal and Regulatory Services, and Finance. However, depending on the complexity of issues surrounding the proposed transfer, the assessment panel can be expanded to incorporate further specialisms.

Following assessment, Asset Management will submit a report to the next available meeting of the IRED Committee with an appropriate recommendation.

The successful applicant will thereafter be given an opportunity to proceed to the third and final stage of the transfer process.

If no applications are received or a viable applicant is not identified, the asset can either be re-marketed for asset transfer or be placed on the Surplus for Open Market Disposal List.

Stage Three – Final Bidder

Key documents:

- Stage Three Flowchart – Preferred Bidder (attached as Appendix 10).
- Stage Three Internal Process Notes – Preferred Bidder (attached as Appendix 11).
- The Business Plan – To be prepared by the applicant
- Evaluation Form and Summary Sheet (attached as Appendix 9).

At this stage, the preferred bidder is requested to finalise a business plan developing the ideas and outline proposals contained within the previously submitted application form.

The purpose of the business case is to provide assurance to the Council that, for instance:-

- The organisation has the capacity to manage the asset;
- Increased benefits to the community from such a transfer are tangible and measurable;
- The transfer of this asset would contribute towards the aims and objectives of the Council and its key priorities;
- The asset will have a sustainable future;
- The business model being proposed by the organisation is financially viable.
- The suggested basis of the transfer is fair and equitable.

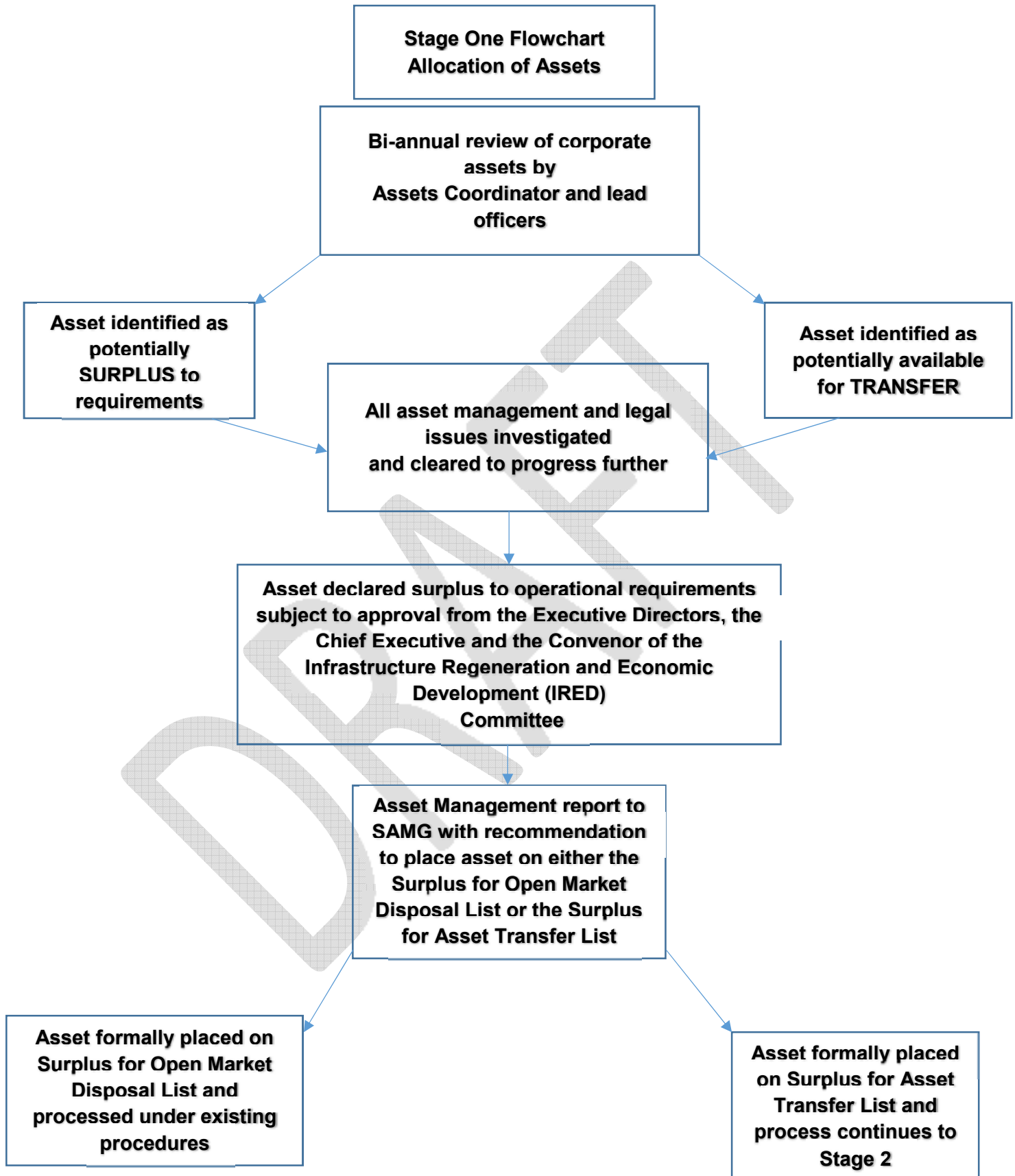
The evaluation process will follow the same process as outlined under Stage Two, utilising the same Evaluation Form (attached as Appendix 9) and assessment panel where possible.

Based on the outcome of the evaluation process, Asset Management will thereafter report to the Strategic Asset Management Group with a recommendation to either: proceed with the proposed terms of transfer; reject the proposal and remarket the asset for asset transfer; or reject the proposal and place the asset on the Surplus for Open Market Disposal List and follow established procedures.

APPENDIX 1

Stage One Flowchart – Allocation of Assets

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APPENDIX 2

Stage One Internal Process Notes – Allocation of Assets

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Community Asset Transfer - Stage One - Internal Process Notes Please refer to corresponding flow charts.		
Allocation of Assets		
Stage One	Action	Responsible
1.0	<p>Each year as part of the corporate asset management planning process, Council services will be required to submit details of any properties that are likely to become surplus to requirements and potentially available.</p> <p>This process will be tracked and monitored through bi-annual meetings between the relevant Strategic Lead Manager(s) and the Assets Coordinator. Meetings shall take place annually in April and October.</p> <p>These bi-annual meetings will also be used to identify any emerging requirements for additional accommodation.</p> <p>All potential corporate requirements should be fully considered.</p>	Strategic Lead Manager and Assets Coordinator
1.1	<p>The bi-annual joint review process should also be used to identify assets that could be declared surplus to requirements and considered either suitable for open market disposal or alternatively for asset transfer.</p> <p>Once an asset has been identified, Asset Management should investigate the title position to identify restrictions, if any, that might prevent or affect the ability of the Council to sell or lease the asset.</p> <p>Asset Management should also</p>	<p>Strategic Lead Manager and Assets Coordinator</p> <p>Estates Surveyor</p>

	<p>short or long term lease or some other form of management agreement.</p> <p>Approval of either option by SAMG formally locks the asset into the appropriate procedural route. If a subsequent challenge or transfer request is made by a community body in respect of any property not on the Surplus for Asset Transfer List, then the community body should be requested to complete an Initial Expression of Interest Application form. The initial proposal should be considered and either:</p> <ul style="list-style-type: none"> a. Rejected based on the agreed Transfer Rejection Criteria (attached as Appendix 3); or b. If the asset is deemed suitable for asset transfer it will require to be formally placed on the Surplus for Asset Transfer List and the applicant will thereafter progress through the application process as defined hereafter. An asset cannot be disposed of in any way, including giving it to another community body, effective from the date that the application is made. 	
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APPENDIX 3

Transfer Rejection Criteria

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Community Asset Transfer - Applications for Transfer

Transfer Rejection Criteria (Applicable to applications for transfer of properties not on the Surplus for Asset Transfer List)

The Community Empowerment (Scotland) Act 2015 s.82(3) highlights that the decision making process should take into consideration various matters as highlighted below:

- a) The reason for the request;
- b) Any other information in support of the request;
- c) Whether approving the disposal will promote or improve the following:
 - 1. Economic development
 - 2. Regeneration
 - 3. Public Health
 - 4. Social wellbeing
 - 5. Environmental wellbeing;
- d) Whether agreeing to the request would be likely to reduce inequalities of outcome which result from socio-economic disadvantage;
- e) Any other benefits that may arise if the request were agreed to;
- f) Any benefit that might arise if the authority were to agree to or otherwise adopt an alternative proposal (for another asset transfer request or a proposal made by the authority or any other person) for the asset;
- g) How such benefits would compare to any benefits such as mentioned under points c) and e);
- h) How benefits such as mentioned in f) relate to other matters the authority considers relevant (including the functions and purposes of the Authority);
- i) Any obligations imposed on the authority, by or under any enactment or otherwise, that may prevent, restrict or otherwise affect its ability to agree to the request; and
- j) Such other matters as the authority considers relevant.

The Act states that there is a presumption in favour of an asset transfer unless there are reasonable grounds for refusal. A decision to agree or refuse an application must be justified.

In addition to the above criteria (a – j), which should be considered in the decision making process, the table below contains a list of criteria, which West Dunbartonshire Council consider grounds for rejection. These rejection criteria can be used at any time during the application process, however, it is considered most relevant when reviewing an application that has been made for an asset which has not been placed on the Surplus for Transfer List. If any one of the undernoted criteria is applicable, refusal of an application for transfer can be considered.

Criteria for Rejection of an Application (Properties not on the Transfer List)	Applicable (Yes/No)
The asset has a value in excess of a sum to be agreed.	

The asset forms part of larger subjects and is considered to be a key component of the future disposal of the larger subjects.	
The asset is identified in the capital programme and is earmarked for significant investment, equal to or in excess of £150,000.	
The asset is critical to frontline service delivery having been appraised as such as part of a strategic service delivery review.	
There would be significant operational disadvantage if the asset were to be transferred.	
Asset transfer would have tangible and negative implications for a service budget.	
The asset relates to a strategic site, which will have significant economic impact. For instance those sites provided on the Surplus Asset List and Action Plan which is regularly updated and approved at the IRED Committee.	
An asset transfer would fundamentally conflict with the aims and objectives of West Dunbartonshire Council.	
The asset is located on a site which is subject to contamination requiring remediation works in excess of £10,000.	
The applicant is not formally constituted.	
The applicant doesn't have a sufficiently strong business case to support an application for asset transfer.	
<p>The request is for outright ownership and the applicant does not fall within one or more of the following categories:</p> <ul style="list-style-type: none"> • A company with not • Fewer than 20 members. • A Scottish Charitable Incorporated Organisation, the constitution of which includes provision that there are not fewer than 20 members. • A community benefit society, the rules of which include provision for not fewer than 20 members. • A body designated as a community transfer body by an order made by the Scottish Ministers. • A body that falls within a class of bodies designated as community transfer bodies by an order made by the Scottish Ministers. 	

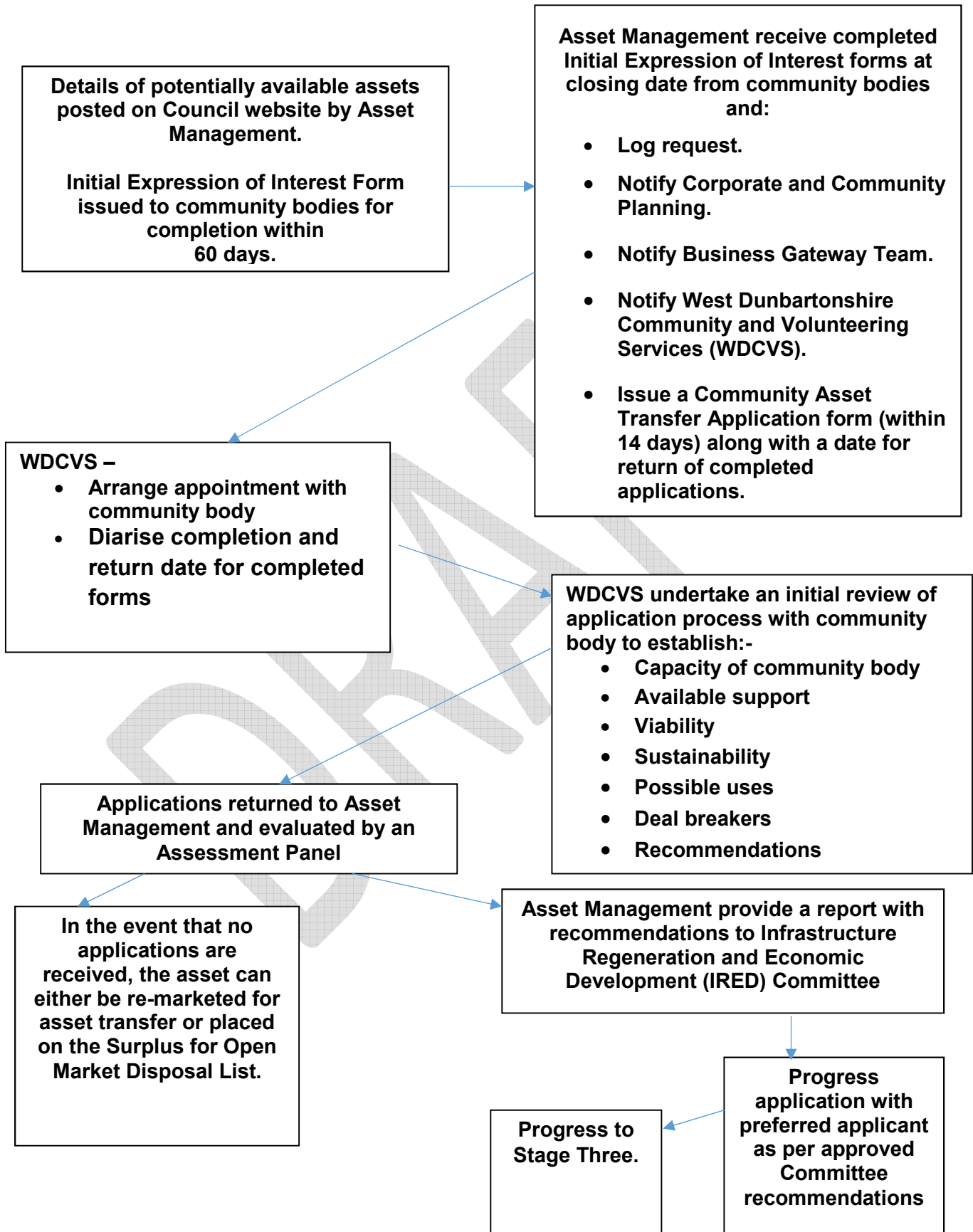
<p>An alternative proposal/use provides greater opportunity for any of the following:</p> <ul style="list-style-type: none"> • Economic development • Regeneration • Public health • Social wellbeing • Environmental wellbeing 	
<p>An alternative proposal/use better addresses the Council's priorities as set out in West Dunbartonshire Council's Strategic Plan 2012 – 2017 and highlighted below:</p> <ul style="list-style-type: none"> • Improve economic growth and employability; • Improve life chances for children and young people; • Improve care for and promote independence with older people; • Improve local housing and environmentally sustainable infrastructure; and/or • Improve the wellbeing of communities and protect the welfare of vulnerable people. 	

APPENDIX 4

Stage Two Flowchart – Marketing of Assets for Transfer

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Stage Two – Marketing Assets for Transfer



APPENDIX 5

Stage Two - Internal Process Notes

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**Community Asset Transfer -
Stage Two - Internal Process Notes**

Please refer to corresponding flow chart.

Marketing of Assets for Transfer

Stage Two	Action	Responsible
1.0	<p>On a phased basis, Asset Management will market assets on the transfer list. Where appropriate, adverts will be placed in the local newspaper. Asset particulars should also be prepared in a standardised format and distributed to community bodies and placed on the Council's website for a period of 60 days. Corporate and Community Planning should be notified and provided with assets particulars in order that all community bodies can be reached including the Equalities forum.</p> <p>Asset particulars should provide the following information:</p> <ul style="list-style-type: none"> • Details of the asset e.g. location, description, construction and size. • Acceptable planning uses. • Potential availability e.g. next quarter, next year etc. • Closing date for receipt of Initial Expression of Interest Application Forms (i.e. 60 days after the asset is placed on the Council's website). • Estimate of asset value. • Useful contact details for key sources of information. • Preferred method of sale (e.g. lease, outright sale etc.) <p>An Initial Expression of Interest Application Form will be issued to potentially interested community bodies. The completed form should be returned to Asset Management.</p>	<p>Estates Surveyor Web Administrator</p>

	Asset Management should acknowledge and record all initial expressions of interest until the expiry of the circulation period.	
1.1	<p>At the end of the circulation period, once Initial Expressions of Interest have been received, Asset Management should:</p> <ul style="list-style-type: none"> • Remove the asset particulars from the web. • Notify the Business Gateway Team. • Notify the Corporate and Community Planning Team. • Notify West Dunbartonshire Community and Volunteering Service (WDCVS) and hand over to follow up if necessary. • Advise applicants that a member of the WDCVS Team will make contact within five working days. • Notify any commercial interest received that their details will be kept on file should the property be re-designated surplus to requirements and placed on the open market at some point in the future. • Hand over to WDCVS to progress. 	Estates Surveyor
1.2	In the event that no Initial Expressions of Interest are received then the process of re-posting may be repeated at the discretion of Asset Management.	Estates Surveyor
1.3	Alternatively Asset Management may remove the asset from the Transfer List and allocate it to the Surplus for Open Market Disposal List. Asset Management will notify SAMG of this rescheduling action.	Estates Surveyor
1.4	WDCVS allocate a responsible officer to support community bodies.	WDCVS
1.5	With a 14 day period after the closing	Asset Management

	<p>date for initial expressions of interest, Asset Management shall provide applicants with a Community Asset Transfer Application Form including guidance notes. A closing date for receipt of completed applications should also be provided (around 90 days from date of issue).</p>	
1.6	<p>WDCVS diarise completion and return date for applications to Asset Management in accordance with agreed timescales. WDCVS arrange an initial meeting with the community body.</p>	WDCVS
1.7	<p>WDCVS support, where possible, the completion of the application form and reinforce the message to provide as much complete information as possible. WDCVS should also highlight any “deal breakers” at an early stage in order that community bodies can take steps to resolve issues or withdraw from the application process.</p>	WDCVS
1.8	<p>The completed Community Asset Transfer Application Form should be returned to Asset Management for scoring and validation purposes.</p>	WDCVS/CO
1.9	<p>Application is evaluated by the assessment panel to determine if the application should progress via Committee to Stage 3.</p> <p>The panel shall comprise a combination of officers with relevant expertise/input. Not least, the panel should include officers from Asset Management, Corporate and Community Planning, Legal and Regulatory Services, and Finance. All officers forming part of the evaluation panel must have completed Equalities Impact Assessment.</p> <p>State Aid is a European Commission term which refers to forms of public assistance, given to undertakings on a discretionary basis, which has the</p>	Asset Management/Various

	<p>potential to distort competition and affect trade between Member States of the European Union. State Aid rules will be considered as part of the decision making process for disposal or community transfer of any West Dunbartonshire Council asset.</p> <p>If State Aid is considered to be a factor in any proposed transfer, the Council may consider what the impact of the anticipated State Aid issue may have on any of the Evaluation Criteria, or indeed the Council's ability to legally enter into any arrangement for the transfer and if considered material to any such factor, the Council may either factor such State Aid considerations into the evaluation criteria or alternatively require the applicant to resubmit an application which fully addresses State Aid considerations to the extent that any proposed transfer demonstrably has no implications for State Aid.</p>	
1.10	<p>Evaluation outcome discussed with Asset Coordinator.</p> <p>In the event that the outcome is to no longer pursue a particular transfer option then a decision may be made to re-start the entire process, or to transfer the asset onto the Surplus for Open Market Disposal List.</p>	Estates Surveyor/AC
1.11	Report prepared and submitted by Asset Management to Infrastructure Regeneration and Economic Development (IRED) Committee with appropriate recommendation to proceed to Stage 3 with preferred bidder.	Estates Surveyor
1.12	Asset Management should inform community bodies and other relevant parties of decision and take appropriate action.	Estates Surveyor

APPENDIX 6

User Guide Notes for Applicants

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Community Asset Transfer

User Guide Notes for Applicants

Introduction

West Dunbartonshire Council (WDC) has tried to make the application process for Community Asset Transfer as simple as possible to help your organisation start the journey towards taking control of your own asset.

We will consult with you throughout the application process and provide you with useful links to other organisations who can help you get started with your own community project.

The information that we ask you to provide is important because it will help us, and you, to decide if your organisation is ready and equipped to take control of an asset.

We have simplified our procedures for disposal of our assets. Along with an Asset Register, we will now make available a Surplus for Asset Transfer List highlighting a list of assets available for asset transfer. Assets on that list will be marketed on a phased basis and community bodies will be invited to come forward with their proposals. This means that the assets on our Surplus for Transfer List will not be placed on the open market and community bodies will not have to compete with commercial interests.

There are many types of community bodies and, whilst we recognise that they can take different shapes and sizes, **we do require that your organisation has a written constitution in place before you proceed with your application.**

It is also important that you have all of the necessary facts and figures on the asset so we will provide you with as much useful information as possible from the offset. Where available, this may include:

- Details of the current condition of the asset;
- Electrical and Gas Safety Certification;
- Asbestos and Legionella information;
- A breakdown of running costs and utility charges;
- Information on potential planning uses/consideration;
- Site/layout plans;
- An Energy Performance Certificate; and
- Details of any income streams from building occupants.

Community Asset Transfer - The Process

The process has been broken into two phases. All parties with an interest in an asset will be invited to take part in the initial first phase. Only one successful community body will be invited to participate in the second phase.

Initial Phase One

The Council will make publicly available an Asset Register. In addition to that, a Surplus for Asset Transfer List of all properties considered suitable for asset transfer will be made publicly available. Properties on the Transfer List will be marketed on a phased basis and advertised in the local newspapers as well as being posted on the Council's website <http://www.west-dunbarton.gov.uk/business/community-asset-transfer/>. Officers within Corporate and Community Planning will also be made aware of any assets being marketed for asset transfer.

Community bodies will have an initial period of 60 days to register an interest in assets posted on the Council's website. They should complete an Initial Expression of Interest Application Form, which is attached at the back of this document but which is also available on our website or can be posted to you. The closing date for receipt of applications will be provided. Completed applications should be submitted to the following address:

**Asset Management
West Dunbartonshire Council
Council Offices
Garshake Road
Dumbarton
G82 3PU**

Or e-mailed to: assetmanagementteam@west-dunbarton.gov.uk

Within 14 days of the closing date for initial expressions of interest, you will be provided with a Community Asset Transfer Application Form. You will also be signposted to support available within the Council but also from West Dunbartonshire Community and Volunteering Services (WDCVS) and beyond. A list of some of the key contacts and sources of information are provided later.

You will then be given a fixed period of time (90 days) to complete and return the Community Asset Transfer Application Form along with any supporting information. The form can be found at the back of this document but can also be found on the Council's website or posted to you. A closing date for return of applications will be provided. The completed form should be returned to the Council offices or emailed using the above contact details.

Once you have returned the completed application form, we will review and evaluate submissions. The basis of scoring is provided in the Evaluation Form – Scoring Matrix attached to the rear of this document.

Please note that State Aid is a European Commission term which refers to forms of public assistance given to undertakings on a discretionary basis, which has the

potential to distort competition and affect trade between Member States of the European Union. State Aid rules will be considered as part of the decision making process for disposal or community transfer of any West Dunbartonshire Council asset.

Following evaluation, if necessary, Committee approval will be sought to progress to the next stage with the preferred bidder. All applicants will thereafter be advised if they have been successful.

Please note that those organisations with an interest in an asset which is not on the Surplus for Transfer List and which is not being marketed, should also complete the Initial Expression of Interest Form. The Council will provide a response within 90 days of receipt of the application confirming whether your application has been rejected or can continue to the next stage i.e. submission of a Community Asset Transfer Application Form. If you are invited to progress your application, the procedures as set out above will apply.

Final Phase Two

Only a single successful applicant will be invited to participate in phase two. At this point, you will be given an opportunity to prepare a more detailed business plan. Your business plan should elaborate and expand on all of the information requested in the Community Asset Transfer Application Form.

The business plan should set out the community benefit of transferring the asset to your organisation. It should show that your organisation has the skills, experience and capacity to take responsibility for the asset, and that you have a financially viable project. It should also detail the final terms of the proposal to own, lease or undertake some other form of management/occupational agreement. This should include a proposed rent, lease duration and lease terms or alternatively the proposed purchase price.

We will also look for assurance that your organisation's aims and objectives are consistent with the Council's key priorities.

As before, guidance will be available from within the Council and WDCVS to help you develop your business plan.

Once you have completed your business plan, we will review it and let you know if we think you are ready to continue forward. If we think that you need more time or assistance to get ready, then we will point you in the right direction.

If the completed business plan is evaluated and a decision is made to reject the application, the Council will issue a decision notice highlighting the grounds for rejection.

If the submission is successful, a decision notice will be issued highlighting the terms and conditions of the asset transfer and requesting that you submit a formal offer.

Useful Contact details

Main contact for all property matters – Asset Management, West Dunbartonshire Council, Council Offices, Garshake Road, Dumbarton, G82 3PU. T: 01389 776996
Email: assetmanagementteam@west-dunbarton.gov.uk or visit <http://www.west-dunbarton.gov.uk/business/community-asset-transfer/>

Assets available for asset transfer - Initial Expression of Interest Application Form and Community Asset Transfer Application Form is available at <http://www.west-dunbarton.gov.uk/business/community-asset-transfer/>

Application support –West Dunbartonshire Community and Volunteering Services (WDCVS), Arcadia Business Centre, Miller Lane, Clydebank, G81 1UJ. T: 0141 941 0886 or visit <http://www.wdcvs.com/>

Business Advice – West Dunbartonshire Business Gateway, Titan Enterprise, 1 Aurora Avenue, Queens Quay, Clydebank, G81 1BF. T: 0141 951 7929, Email: westdunbartonshire@bgateway.com or visit <http://www.bgateway.com/local-offices/west-dunbartonshire>

Planning guidance -Planning and Building Standards, West Dunbartonshire Council, Titan Enterprise, 1 Aurora Avenue, Queens Quay, Clydebank, G81 1BF. T: 0141 951 7930, Email: Planning&BuildingControl@west-dunbarton.gov.uk or visit <http://www.west-dunbarton.gov.uk/planning-building-standards/contact-planning-and-building-standards/>

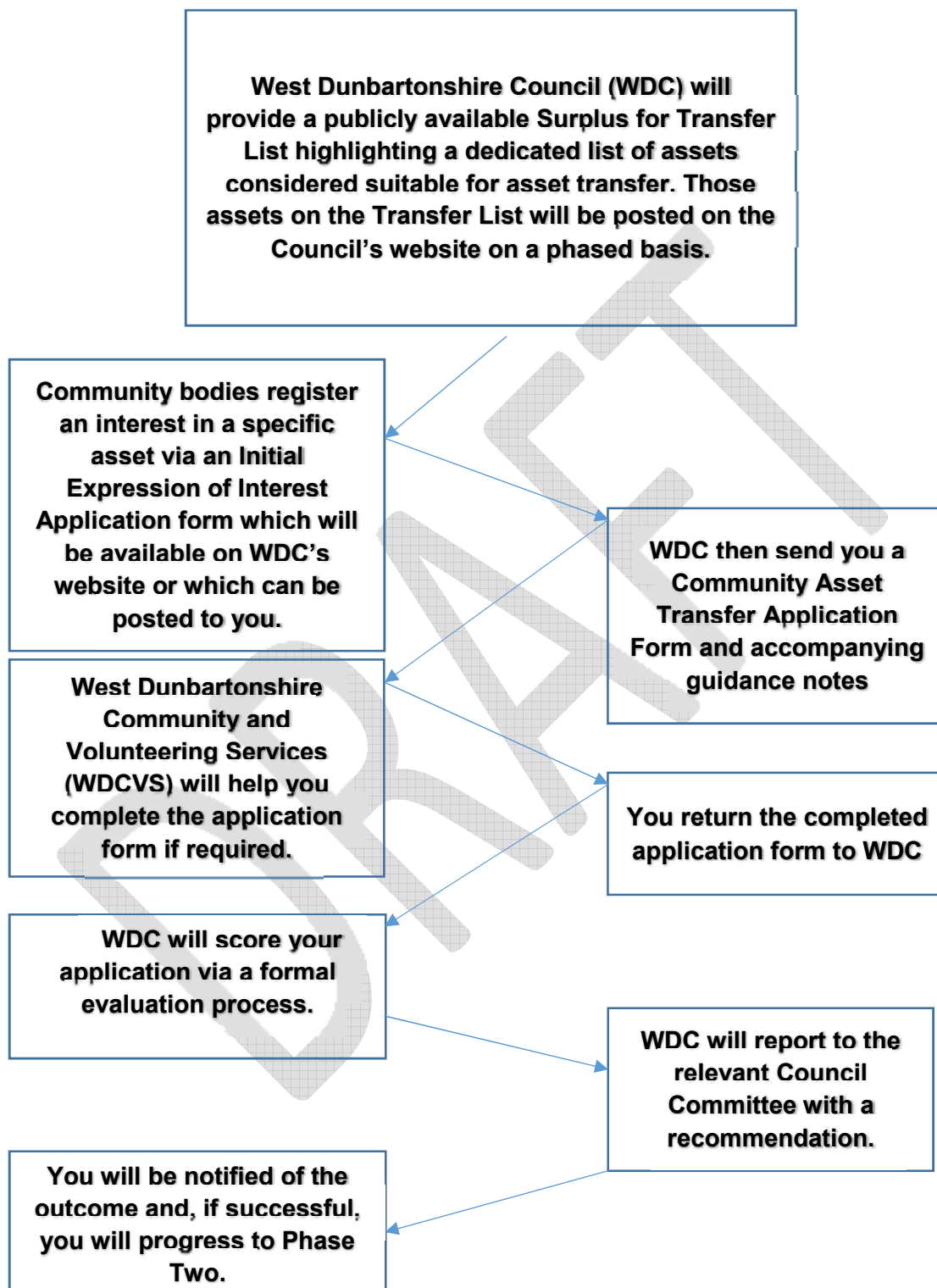
Community Led Regeneration – The Development Trusts Association Scotland – 1b Washington Lane, Edinburgh EH11 2HA. T: 0131 220 2456, Email: info@dtascot.org.uk or visit <http://www.dtascot.org.uk/>

Community Ownership - The Community Ownership Support Service – 1b Washington Lane, Edinburgh EH11 2HA. T: 0131 225 2080, Email: coss@dtascot.org.uk or visit <http://www.dtascommunityownership.org.uk/>

Establishing a Charity – The Office of the Scottish Charity Regulator – 2nd Floor, Quadrant House, 9 Riverside Drive, Dundee DD1 4NY. T: 01382 220446. Email: info@oscr.org.uk or visit <http://www.oscr.org.uk/>

Advice on equality duty as defined in the Equality Act 2010 – Contact the Council's Corporate and Community Planning Team, Council Offices, Garshake Road, Dumbarton, G82 3PU. T:01389 737269, Email:wdcpp@west-dunbarton.gov.uk or visit <http://www.west-dunbarton.gov.uk/council/strategies-plans-and-policies/council-wide-plans-and-strategies/equality-diversity-and-fairness/>

Community Asset Transfer User Guidance Notes – Initial Application (Phase 1)



APPENDIX 7

Initial Expression of Interest Application Form

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COMMUNITY ASSET TRANSFER INITIAL EXPRESSION OF INTEREST APPLICATION FORM



All Community bodies wishing to apply for an asset under West Dunbartonshire Council's Community Asset Transfer Policy must first complete this application form.

Only applicants with a written constitution will be invited to progress their application.

1. Organisation	
Name of the Organisation	
Address of the Organisation	
2. Please provide details of the contact person	
Full Name	
Position in Organisation	
Contact Address (if different from above)	
Telephone Number	
E-Mail Address	
3. What is the structure and purpose of your organisation?	
Does the organisation have a written constitution, governance document or set of rules? If yes, please provide supporting documents.	Yes / No
Please describe the legal status of the organisation. To participate in a transfer of ownership, a community body must be one of the following: <ul style="list-style-type: none"> A company with not fewer than 20 	

<p>members.</p> <ul style="list-style-type: none"> • A Scottish charitable incorporated organisation with not fewer than 20 members. • A community benefit society. <p>If applicable, please provide a registration number e.g. charity/company number. If an incorporated company, please provide details.</p>	
<p>What is the purpose and main activities of your organisation? <i>A brief description should be provided in respect of the aims and objectives for the organisation along with the services offered and the target user group.</i></p>	
<p>4. Please tell us about the asset (building or land) you are interested in.</p>	
<p>Name and Address of Asset If required, please provide a site plan highlighting the extent of boundary.</p>	
<p>Please confirm the type of transfer you are interested in. <i>Is your organisation seeking outright ownership, a short or long term lease, or some other form of management/occupational agreement?</i></p>	
<p>5. Please confirm your proposed use of the asset? <i>(Community bodies should explain what they want the asset for in terms of space and facilities, and how the facility will be utilised).</i></p>	

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On completion, please send your application form to: **Asset Management, West Dunbartonshire Council, Council Offices, Garshake Road, Dumbarton, G82 3PU**. Electronic submissions can be sent to: assetmanagementteam@west-dunbarton.gov.uk

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APPENDIX 8

Community Asset Transfer Application Form

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COMMUNITY ASSET TRANSFER APPLICATION FORM



To allow West Dunbartonshire Council to evaluate the submissions received and to comply with the terms of the Disposal of Land by Local Authorities (Scotland) Regulations 2010, all offers should include a completed application form along with supporting documents.

Please provide the full address of the asset for transfer.

Where appropriate, please provide an accompanying site plan.

SECTION A – ABOUT YOU AND YOUR ORGANISATION

***Please note that only applicants with a written constitution will be considered for community asset transfer.**

1. Please provide details of the organisation making the application.

Name of Organisation

Address of Organisation (including postcode).

Please provide details of the contact person in relation to this application.

Full Name

Position in Organisation

Contact Address (if different from above)

Telephone Number

E-Mail Address

2. Please provide details if the organisation is formed as part of a larger organisation or an umbrella body.

3. Please describe the legal status of the organisation.

Applicants will require to have a written constitution. Community bodies not formally constituted cannot progress this application further.

What type of organisation are you?
Guidance Note: to participate in a purchase, a CO must be one of the following:

- A company with not fewer than 20 members.
- A Scottish charitable incorporated organisation with not fewer than 20 members.
- A community benefit society.

Organisations seeking to lease, use or manage need only be a community controlled body

For further information, please contact the Office of the Scottish Charity Regulator (www.oscr.org.uk) or the Development Trusts Association Ltd (www.dtascot.org.uk).

If applicable, please provide a registration number e.g. charity/company number. If an incorporated company, please provide details.

4. Please confirm when your organisation was established?

5. Please give details of the organisation's main purpose and current activities.

Briefly describe your organisation's main aims and objectives.

Guidance Note: A definition of the group's aims and objectives should be provided including the target outcomes.

What are the current activities/services provided by the organisation?

Guidance Note: An outline of activities/services offered should be provided along with an overview of how they are provided and the client group they are offered to. COs should be able to illustrate that they have the skills and expertise to effectively deliver the service.

6. Please provide details of the management structure of your organisation.

Guidance Note: Information supplied should include details of the COs management structure and decision making process along with an outline of the roles and responsibilities of the members.

Please identify current governing arrangements i.e. Board / Management Committee / Trustees / Directors.

Please confirm the identity of current office bearers:- <div style="text-align: right;"> <i>Chair:</i> <i>Treasurer:</i> <i>Secretary:</i> </div>	
Please identify total numbers of:- <div style="text-align: right;"> <i>Committee/Board members:</i> <i>Staff members:</i> <i>Volunteers:</i> </div>	
7. It is an essential condition of any application that the organisation has a written constitution? Please confirm that the organisation is formally constituted Yes/No <i>Guidance Note: Please provide a copy of the organisation's constitution.</i> Does your constitution?	
Identify the community which the organisation relates to? <i>If yes, please provide supporting information.</i>	<div style="display: flex; justify-content: space-around;"> <div>Yes</div> <div>No</div> </div>
Ensure that the majority of members of that organisation are members of that community? <i>If yes, please provide supporting information.</i>	<div style="display: flex; justify-content: space-around;"> <div>Yes</div> <div>No</div> </div>
Ensure that the organisation is open to, and controlled by, members of the community? <i>If yes, please provide supporting information.</i>	<div style="display: flex; justify-content: space-around;"> <div>Yes</div> <div>No</div> </div>
Illustrate aims and objectives that promote a benefit to the community? <i>If yes, please provide supporting information.</i>	<div style="display: flex; justify-content: space-around;"> <div>Yes</div> <div>No</div> </div>
Demonstrate that funds and assets are used for the benefit of the community? <i>If yes, please provide supporting information.</i>	<div style="display: flex; justify-content: space-around;"> <div>Yes</div> <div>No</div> </div>

Additional/Supporting Information:

8. Please confirm the individuals responsible for the running of the organisation.

Guidance Note: Provide details of the individuals involved with the day to day running of the project. Please provide details of the person who will be responsible for managing the project. Confirm the arrangements which will be put in place for monitoring, reporting, administration and financial management of the project?

Name	Volunteer or Employee	Role in Project	Previous Experience

Additional Information:

9. Please provide details of any previous asset management experience within your organisation.

Guidance Note: Demonstrate experience and expertise within your organisation using specific examples.

10. Please provide details of any property assets currently owned, leased or managed by your organisation at present.

Guidance Note: Detail how long the asset has been held, the terms of any lease, along with any improvements or maintenance that has been undertaken to it. Please provide details of any asset management strategy in place.

SECTION B – YOUR PROJECT

11. Please confirm which asset transfer option is being requested?

Guidance Note: Is your organisation seeking outright ownership, a short or long term lease or some other form of management/occupational agreement? If you are seeking outright ownership, please provide an estimate of the price that you will be prepared to pay. If your request is to lease the property, please provide the following: an estimate of rental per annum: the duration of the lease: the terms and conditions which are likely to be attached to the lease. Any other terms or conditions applicable to the transfer should also be highlighted. If a request is being made for rights to be conferred (e.g. a right to manage), the applicant should outline the nature and extent of the rights sought.

12. Please provide details on the proposed use of the asset.

Guidance Note: An outline should be supplied as to how the asset will be utilised, e.g. services to be provided, use of accommodation, opening hours etc. Please also provide details regarding any partnership arrangements which are or will be put in place.

13. Please confirm if your proposed use of the asset will require consent for a change of use under the Town and Country Planning (Use Classes) (Scotland) Order 1997.

Guidance Note: Please confirm the proposed use of the asset and verify if planning permission for a change of use will be required. Please also outline the outcome of any discussions with the Council's Planning and Building Standards department. Where available, supply supporting correspondence. Note that contact details are supplied on the accompanying guidance notes.

14. Please confirm if you propose to undertake any modifications to the asset to make it suitable for the proposed use.

Guidance Note: Where relevant, please provide details of any alterations, upgrading or refurbishments planned along with an estimate of associated costs if available. COs should demonstrate that they have considered the viability from a structural, planning and cost perspective and that appropriate regulatory bodies have been consulted. Where available, supply supporting correspondence. Any planning issues should be highlighted and information supplied as to how they may be mitigated.

15. Please demonstrate how you have identified a need/demand for the asset.

Guidance Note: Please use local and national evidence to highlight how demand has been established. Please highlight specific examples and evidence to support your statement. Highlight what is unique about your proposal.

16. Please verify if your proposed use of the asset is likely to impact on other organisations/businesses within the area.

Guidance Note: Please explain if your proposals are likely to impact on local jobs. Explain how similar businesses within the vicinity will be affected in a positive or negative way.

17. Please confirm the benefits that you consider will arise as a result of the asset transfer and how those benefits will be monitored.

Guidance Note: Explain how the project will be monitored and how success will be evaluated e.g. increased user numbers, increased opening hours etc.

18. Please outline any barriers or challenges to the success of your project.

Guidance Note: Define any potential risks e.g. funding, skills gaps, timescales etc. and explain how they can be mitigated. Ensure that external risks outwith the organisation's control have also been considered. Include a feasibility study if you have one.

19. Timescales – please provide indicative timescales for when you would hope the project will be up and running.

20. Please explain how the use of the asset will contribute towards the aims and objectives of West Dunbartonshire Council's Strategic Plan 2012 – 2017.

The Council's priorities are as follows:

Improve economic growth and employability

Improve life chances for children and young people

Improve care for and promote independence for older people

Improve local housing and environmentally sustainable infrastructure	
Improve the wellbeing of communities and protect the welfare of vulnerable people.	
21. The Community Empowerment Act (Scotland) 2015 states that a transfer should be considered in the context of various key areas as set out below. Please explain how the use of the asset will contribute towards these key considerations:	
Economic Development	
Regeneration	
Public Health	
Social Wellbeing	
Environmental Wellbeing	
22. Please give details of key stakeholders that were consulted, the method of consultation and the support shown for the project. <i>Guidance Notes: Please explain how you have consulted with the wider community and the outcome from those consultations. Please also include details concerning</i>	

any objections. Please provide letters of support or recommendation, along with any consultations, surveys and needs analysis undertaken.

Stakeholder Group	Method of Consultation	Outcome
Current users		
Local community		
Others (please specify)		
Further Information:		

SECTION C – REGULATORY/STATUTORY REQUIREMENTS

23. Please confirm if your organisation complies with the Equalities Act 2010.

YES/NO

If available, please provide a copy of your policy or statement document

Guidance Note: Equalities legislation is a standard expectation. You must be able to demonstrate how your organisation meets the requirements of a service provider in terms of the Equalities Act 2010. Please visit [West Dunbartonshire Equality Scheme - West Dunbartonshire Council](#) for further information.

24. Please confirm if your organisation has a comprehensive Health and Safety Policy.

YES/NO

Please provide a copy of your policy or statement document.

Guidance Note: It is acceptable to provide a generic statement as it is anticipated that individual assessment of the asset you are requesting may not be appropriate at this stage.

25. Please confirm if your organisation holds a relevant child protection/vulnerable adult's policy?

YES/NO

If available, please provide a copy of your policy or statement document.

Guidance Note: if your organisation is working with children/vulnerable adults, you must have the relevant policies in place. Should you wish to expand your services to include these groups, please detail how you propose to address the regulatory requirements.

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SECTION D – FINANCIAL INFORMATION

Please note that information supplied in this section is for initial evaluation purposes only. Full financial checks will be undertaken if the applicant proceeds to the next and final stage.

26. Please confirm how you propose to fund your proposal.

Guidance Note: Explain how you propose to fund the initial purchase/lease of the asset. Define how you will meet any subsequent costs. Submission of a business plan is not essential at this stage, however, if you have one available then please provide.

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27. Please confirm if you have already secured part/whole funding for the proposed project.

YES/NO

Please supply supporting correspondence.

If yes, please provide details below.

Funding Source	Date of Application	Amount

28. Please confirm if you have any outstanding applications for funding for the proposed project.

YES/NO

Please supply supporting correspondence where available.

If yes, please provide details below.

Funding Source	Date of Application/Anticipated Date of Response	Amount

29. Provide details of any other potential sources of funding you might have access to for the proposed project i.e. voluntary donations, borrowing etc.

30. Please confirm your operating costs for the existing service for the forthcoming year and outline how they are met.

31. Please verify if your organisation produces annual accounts.

YES/NO

If yes, please provide your most recent accounts signed and dated by an auditor or independent examiner.

32. Please confirm if you have been in receipt of a Council Grant over the past five years.

YES/NO

If yes, please provide details.

Guidance Note: Please provide details of any grants received, the date awarded and any restrictions on use. Provided specific details and reference/contact details.

33. Please confirm how you will ensure the long term sustainability of the project?

Guidance Note: Please explain how you will generate income from the asset to maintain the building and your service. Provide details of any proposed lettings, charges for service, membership fees etc. Please explain how the asset will be self-sustaining.

(A finalised, fully costed business plan along with annual accounts, bankers' letters, bank statements and cashflows will require to be submitted should you successfully progress to the next stage.)

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SECTION E – DECLARATIONS

34. This should be signed by the Chairperson, Vice Chairperson or Treasurer.

Guidance Note: This statement confirms that the individual has been authorised by the organisation to apply for asset transfer. Please include a copy of the relevant Committee meetings at which authorisation was provided.

On behalf of (Enter Organisation Name)	
I declare that all of the information and statements contained within this application are true.	
Full Name	
Position Held	
Signature	
Date	
Contact Address	

Telephone Number	
Email Address	

Please tick the box to confirm that the asset will NOT be operated as a private profit making venture.	
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On completion, please send your application form and all associated paperwork to: Asset Management, West Dunbartonshire Council, Council Offices, Garshake Road, Dumbarton, G82 3PU. Electronic submissions can be sent to: assetmanagementteam@west-dunbarton.gov.uk. You should receive an acknowledgement letter within 5 working days. If you do not, please contact the Asset Co-ordinator, Email: stuart.gibson@west-dunbarton.gov.uk

Checklist of Supporting Documentation.

	Supporting Documentation Provided	Reference
Yes/ No	Groups Constitution	Q7
Yes/ No	Other Documentation	Q13 & 14
Yes/ No	Feasibility Study	Q18
Yes/ No	Consultations, surveys, needs analysis	Q22
Yes/ No	Equal Opportunities Policy or Statement	Q23
Yes/ No	Health and Safety Policy or Statement	Q24
Yes/ No	Child Protection Policy or Statement	Q25
Yes/ No	Vulnerable Adults Policy or Statement	Q25
Yes/ No	Letters of Support from funders or local organisations	Q22, 27 & 28
Yes/ No	Business Plan (if completed)	Q26
Yes/No	Recent Accounts	Q31
Yes/No/Na	Reference in respect of Council grants	Q32
Yes/ No	Minutes of Committee meeting providing authorisation	Q34

APPENDIX 9

Evaluation Form and Summary Sheet

Evaluation Form - Scoring Matrix						
Name of Community Body:		Date of Assessment:				
		Assessment Panel:				
*Scoring Note - Scoring should be based on the quality of answer/information explicitly provided in the application. The allocation of points awarded should increase based on the quality of the response e.g. 0- poor.						
Management Experience and Constitutional Arrangements		Score	Max. Score	Awarded	Measure	Weighting
Q6(a)	Is there an appropriate management structure in place?	0 - 15	15		Do they have a Chair , Secretary and Treasurer? Consider any other posts that have been highlighted. Are the respective roles and responsibilities clearly defined? Are internal decision making processes clearly identified?	10%
Q6(b) & Q3	Does the organisation have the appropriate level of staff resource?	0 - 15	15		Does the organisation have the capacity to manage an asset? Too few people may indicate a weakness in the organisation. Is the balance between paid staff and volunteers correct?	
Q7	Does a Constitution exist?	0 - 5	25		If no constitution exists then zero score applies and application rejected.	
	Does the constitution identify the Community etc.?	0 - 5				
	Does the constitution ensure that the organisation is open to and controlled by members of the community?	0 - 5				
	Does the constitution illustrate aims and objectives that promote community benefit?	0 - 5				
	Does the constitution demonstrate that funds and assets are used for community benefit?	0 - 5				
Q8	Does a wide range of expertise exist within the organisation	0 - 15	15		Are the relevant skills in place? Consider basic management, financial strengths and previous relevant experience when making a judgement. This may be supported by a business plan.	
Q9	Is there previous asset management experience within organisation	0 - 15	15		Look for specific and relevant examples that display or evidence an understanding of sound asset management principles and good practice.	
Q10	Are any assets currently owned/leased and being managed <u>successfully</u> by the organisation?	0 - 15	15		How long has the organisation operated from the asset? Consider how the building has been maintained and improved during this period. If no assets are held or no maintenance work has been undertaken apply a zero score.	
Section Total			100	0	Additional Comments:	

Suitability of the Asset		Score	Max. Score	Awarded	Measure	Weighting
Q11	What is the basis of the asset transfer option being requested?	Short Lease	5	10	This may not yet be determined in the absence of a finalised Case. All options should be scored and an additional 5 points granted if the proposal is also the Council's preferred option.	10%
		Long Lease	5			
		Purchase	5			
		Other	5			
		Council's preferred option	5			
Q12	Is the proposed use acceptable in terms of the information provided by the Council on acceptable uses?	0 - 20		20	Is the proposal an acceptable use, or not? Consider frequency of use, level of use etc. Will the CO be the only organisation using the property? Consider use implications of sub-tenants/occupiers.	
Q13	Is the Community organisation intending to change the use of the asset in terms of the Town and Country Planning (Use Classes) (Scotland) Order 1997?	0 - 25		25	Consider the level of discussion and engagement with Planning when assessing score. If a change of use is probably required and positive engagement has taken place with Planning, even at early stage, then score appropriately. No change of use secures a score of 25, no prospect of an appropriate change of use scores 0. If zero score applied, application to be rejected.	
Q14	Are any alterations required to the building?	0 - 15		15	If yes, consider the level of detail provided and look for evidence of a full understanding of the process for obtaining consent and the implications of undertaking the work (cost, risk, compliance). Consider any supporting documentation when making your assessment. No alterations will attract a score of 20	
Q15	Has the group identified a need/demand for this asset? Has supporting evidence been provided?	0 - 15		15	Consider national or local evidence & research. Look for specific examples and research evidence.	
Q16	Will there be an impact on existing businesses and organisations?	0 - 15		15	Consider if the proposals will have a positive or negative effect on local jobs and businesses within the area. A potential threat to existing jobs elsewhere would attract a zero score.	
Section Total			100		Additional Comments:	

Risk		Score	Max. Score	Awarded	Measure	Weighting
Q17	Are there clear benefits? Are there mechanisms, processes and plans in place to ensure that the suggested benefits derived from the project can be monitored and evaluated?	0 - 40		40	Consider what evidence is available to demonstrate how success will be measured. Are these sensible, realistic, practical?	15%
Q18	Have all barriers and challenges to the projects success been identified and are there plans in place to manage these?	0 - 40		40	Does the membership of the organisation have the necessary skills to overcome these difficulties? Consider the risk to the project in terms of funding, skills gap, timescales and external factors. Are plans to manage risks robust? Can issues be resolved e.g. through additional funding, training etc.	
Q19	Are the timescales for getting the project up and running realistic?	0 - 20		20	Consider if the timescales are based on an understanding of all factors. Are they too ambitious?	
Section Total			100	0	Additional Comments:	

Social Impact & Meeting Council Priorities		Score	Max. Score	Awarded	Measure	Weighting
Q20	Will the use of the asset and the project improve economic growth and employability?	0 - 5	5			25%
	Will the use of the asset and the project improve life chances for children and young people?	0 - 5	5			
	Will the use of the asset and the project improve care for and promote independence for older people?	0 - 5	5			
	Will the use asset and the project help improve local housing and environmentally sustainable infrastructure?	0 - 5	5			
	Will the use of the asset improve the wellbeing of communities and protect the welfare of vulnerable people?	0 - 5	5			
Q21	Will an asset transfer promote or improve economic development?	0 - 5	5			
	Will an asset transfer promote or improve social wellbeing?	0 - 5	5			
	Will an asset transfer promote or improve public health?	0 - 5	5			
	Will an asset transfer promote or improve social wellbeing?	0 - 5	5			
	Will an asset transfer promote or improve environmental wellbeing?	0 - 5	5			
Q22(a)	Have the key stakeholders been identified and consulted?	0 - 25	25		Consider extent and nature of consultation with current users, local/wider community interests and other relevant groups/organisations. Has there been a transparent and wide consultation undertaken?	
Q22(b)	Have all issues concerns or objections arising from the consultation process been resolved or	0 - 25	25		Consider the nature and relevance of objections and measures/steps taken to resolve. Consider also any	
Section Total			100		Additional Comments:	

Regulatory/Statutory Requirements		Score	Max. Score	Awarded	Measure	Weighting
Q23	Does the organisation comply with the Equalities Act 2010?	0 - 40	40		Are internal policies in place to support equal opportunities and diversity? If no consideration of the Equalities Act 2010 has been provided, a zero score will apply.	20%
Q24	Does the organisation have a comprehensive Health & Safety Policy in place?	0 - 30	30		Does the policy provide adequate protection for staff and stakeholders involved in the organisation and the project proposal? If the answer is no, then a zero score will apply.	
Q25	Are there relevant child protection/vulnerable person policies in place?	0 - 30	30		Do the policies provide adequate protection? If the answer is no, then a zero score will apply. If not required, then a score of 10 should apply.	
Section Total			100	0	Additional Comments:	

Financial Sustainability		Score	Max. Score	Awarded	Measure	Weighting
Q26	Are there outline financial proposals for the acquisition and initial development of the asset?	0 - 15	15		How realistic is the funding package? Which of the following are in place or have been identified: banked funds; grants; donations; loans, identified income streams, identified economic savings? Consider the timescale required to make the asset fit for purpose - is it viable?	20%
Q27 & 28	Has the organisation secured initial/part/whole funding for the proposed project?	0 - 15	15		Consider the funding sources approached, the sums involved, dates of application and purpose of the secured/proposed funding. Consider outstanding applications. Brand new organisations will attract a zero score as will a refusal for funding.	
Q29	Has the organisation explored/identified other potential sources of income?	0 - 10	10		Has the organisation been thorough? Have they received voluntary donations? Do they have any outstanding loans? What are the loan covenants?	
Q30	Can the organisation evidence what its current operating costs are and how these costs are met?	0 - 15	15		Does the organisation have a current financial or operating plan?	
Q31	Can the organisation provide recent externally audited accounts?	0 - 15	15		Consider the completeness of the accounts and trading position, financial viability, stability and sustainability of the existing organisation. Consider the impact of volunteer numbers to the sustain organisation.	
Q32	Has the council received any grant funding from WDC over the past five years?	0 - 10	10		Have grant terms been adhered to? Were any financial irregularities identified? Unresolved irregularities score 0, resolved irregularities score 5, no irregularities - score 10, no grant - score 10.	
Q33	Is the project/proposal financially sustainable in the long term?	0 - 20	20		Does the Business plan (if available) include a strong income generation plan? Is there evidence that income will sustain the building and project? (consider any capital investment required) Is there the potential to generate a surplus? Consider proposed lettings, membership fees etc.	
Section Total			100	0	Additional Comments:	

APPENDIX 10

Stage 3 Flowchart – Preferred Bidder

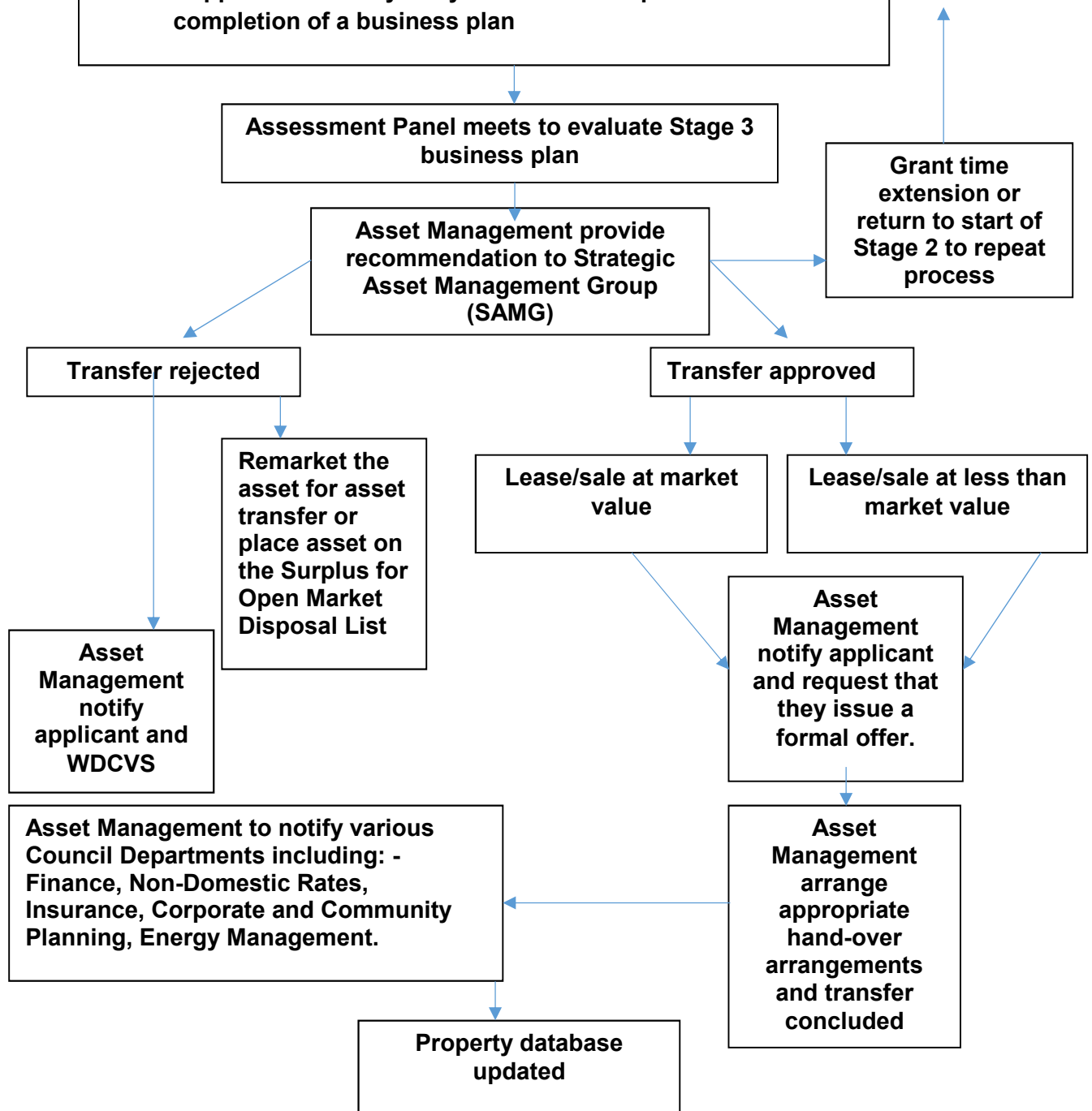
Stage Three – Preferred Bidder

West Dunbartonshire Council (WDC) Actions:

- Agree timescale with preferred bidder for submission of a finalised business plan.
- Agree final terms of transfer.

West Dunbartonshire Community and Volunteering Services (WDCVS) Actions (if required):

- Arrange follow up meeting with community body.
- Provide feedback on their submitted Community Asset Transfer Application.
- Support community body with the development and completion of a business plan



APPENDIX 11

Stage Three Internal Process Notes – Preferred Bidder

**Community Asset Transfer -
Stage Three – Internal Process Notes**

Please refer to corresponding flow chart.

Preferred Bidder

Stage Three	Action	Responsible
1.0	Once a successful community body has been identified, West Dunbartonshire Community and Volunteering Services (WDCVS) should arrange a follow-up meeting with them to provide feedback on their Community Asset Transfer Application. In the event that the group does not require input from WDCVS, they can seek advice from alternative external sources.	WDCVS
1.1	WDCVS will alert Business Gateway and others, where appropriate, to advise that possible support may be required.	WDCVS
1.2	WDCVS will provide guidance on the requirements of the business plan. The business plan should be an extension of the Stage Two Community Asset Transfer Application and should, at the very least specifically incorporate the subject headings contained within the aforementioned form. The preferred bidder should also be signposted to all other sources of support and guidance both internally within the Council and externally, from such organisations as the Community Ownership Service and the Development Trusts Association Scotland.	WDCVS
1.3	Asset Management will agree with the preferred bidder an appropriate and reasonable timeframe for the completion and submission of the completed business plan to Asset Management.	Estates Surveyor
1.4	Preferred bidder submits a business plan	Community Body

	including specific detail of the basis of asset transfer (e.g. lease, sale, other management arrangement).	
1.5	The assessment panel meet to evaluate the submitted business plan based on the evaluation form criteria.	Members of Assessment Process
1.6	If the business plan requires additional work or if further information is awaited such as confirmation of external grant/funding applications, then the assessment panel can recommend that a time extension is granted.	Assessment Panel/Estates Surveyor
1.7	<p>Following submission of the finalised business plan, the assessment panel should reach a decision and Asset Management should prepare and submit a report with appropriate recommendation to SAMG.</p> <p>The recommendation should normally be one of the following:-</p> <ul style="list-style-type: none"> • Transfer of the asset by lease or sale at market value. • Transfer of the asset by lease or sale at less than market value. • Transfer to the preferred bidder is rejected and the asset is either re-marketed for asset transfer or placed on the Surplus for Open Market Disposal List. 	Estates Surveyor
1.8	<p>Decision not to pursue transfer.</p> <ul style="list-style-type: none"> • Asset Management to advise the applicant accordingly and provide justification. • Asset Management to notify WDCVS and all relevant parties. 	Estates Surveyor
1.9	<p>Decision to pursue transfer.</p> <ul style="list-style-type: none"> • Asset Management to advise the applicant accordingly. 	Estates Manager

	<ul style="list-style-type: none"> Asset Management to notify WDVS and all relevant parties. 	
1.10	Asset Management forwards all appropriate information to Legal Services together with an instruction to conclude an agreement on behalf of the Council.	Estates Surveyor
1.11	Asset Management arrange all appropriate hand-over arrangements.	Estates Surveyor
1.12	Legal Services conclude agreement and effect transfer.	Legal Services
1.13	<p>Asset Management should send notification of transfer to the following Council Departments/officers:-</p> <ul style="list-style-type: none"> Non-Domestic Rates Insurance Corporate and Community Planning Energy Management Officer All other interested parties. 	Estates Surveyor

Community Asset Transfer

Draft User Guide Notes for Applicants

User Guide Notes for Applicants

Introduction

West Dunbartonshire Council (WDC) has tried to make the application process for Community Asset Transfer as simple as possible to help your organisation start the journey towards taking control of your own asset.

We will consult with you throughout the application process and provide you with useful links to other organisations who can help you get started with your own community project.

The information that we ask you to provide is important because it will help us, and you, to decide if your organisation is ready and equipped to take control of an asset.

We have simplified our procedures for disposal of our assets. Along with an Asset Register, we will now make available a Surplus for Asset Transfer List highlighting a list of assets available for asset transfer. Assets on that list will be marketed on a phased basis and community bodies will be invited to come forward with their proposals. This means that the assets on our Surplus for Transfer List will not be placed on the open market and community bodies will not have to compete with commercial interests.

There are many types of community bodies and, whilst we recognise that they can take different shapes and sizes, **we do require that your organisation has a written constitution in place before you proceed with your application.**

It is also important that you have all of the necessary facts and figures on the asset so we will provide you with as much useful information as possible from the offset. Where available, this may include:

- Details of the current condition of the asset;
- Electrical and Gas Safety Certification;
- Asbestos and Legionella information;
- A breakdown of running costs and utility charges;
- Information on potential planning uses/consideration;
- Site/layout plans;
- An Energy Performance Certificate; and
- Details of any income streams from building occupants.

Community Asset Transfer - The Process

The process has been broken into two phases. All parties with an interest in an asset will be invited to take part in the initial first phase. Only one successful community body will be invited to participate in the second phase.

Initial Phase One

The Council will make publicly available an Asset Register. In addition to that, a Surplus for Asset Transfer List of all properties considered suitable for asset transfer will be made publicly available. Properties on the Transfer List will be marketed on a phased basis and advertised in the local newspapers as well as being posted on the Council's website <http://www.west-dunbarton.gov.uk/business/community-asset-transfer/>. Officers within Corporate and Community Planning will also be made aware of any assets being marketed for asset transfer.

Community bodies will have an initial period of 60 days to register an interest in assets posted on the Council's website. They should complete an Initial Expression of Interest Application Form, which is attached at the back of this document but which is also available on our website or can be posted to you. The closing date for receipt of applications will be provided. Completed applications should be submitted to the following address:

**Asset Management
West Dunbartonshire Council
Council Offices
Garshake Road
Dumbarton
G82 3PU**

Or e-mailed to: assetmanagementteam@west-dunbarton.gov.uk

Within 14 days of the closing date for initial expressions of interest, you will be provided with a Community Asset Transfer Application Form. You will also be signposted to support available within the Council but also from West Dunbartonshire Community and Volunteering Services (WDCVS) and beyond. A list of some of the key contacts and sources of information are provided later.

You will then be given a fixed period of time (90 days) to complete and return the Community Asset Transfer Application Form along with any supporting information. The form can be found at the back of this document but can also be found on the Council's website or posted to you. A closing date for return of applications will be provided. The completed form should be returned to the Council offices or emailed using the above contact details.

Once you have returned the completed application form, we will review and evaluate submissions. The basis of scoring is provided in the Evaluation Form – Scoring Matrix attached to the rear of this document.

Please note that State Aid is a European Commission term which refers to forms of public assistance given to undertakings on a discretionary basis, which has the potential to distort competition and affect trade between Member States of the European Union. State Aid rules will be considered as part of the decision making process for disposal or community transfer of any West Dunbartonshire Council asset.

Following evaluation, if necessary, Committee approval will be sought to progress to the next stage with the preferred bidder. All applicants will thereafter be advised if they have been successful.

Please note that those organisations with an interest in an asset which is not on the Surplus for Transfer List and which is not being marketed, should also complete the Initial Expression of Interest Form. The Council will provide a response within 90 days of receipt of the application confirming whether your application has been rejected or can continue to the next stage i.e. submission of a Community Asset Transfer Application Form. If you are invited to progress your application, the procedures as set out above will apply.

Final Phase Two

Only a single successful applicant will be invited to participate in phase two. At this point, you will be given an opportunity to prepare a more detailed business plan. Your business plan should elaborate and expand on all of the information requested in the Community Asset Transfer Application Form.

The business plan should set out the community benefit of transferring the asset to your organisation. It should show that your organisation has the skills, experience and capacity to take responsibility for the asset, and that you have a financially viable project. It should also detail the final terms of the proposal to own, lease or undertake some other form of management/occupational agreement. This should include a proposed rent, lease duration and lease terms or alternatively the proposed purchase price.

We will also look for assurance that your organisation's aims and objectives are consistent with the Council's key priorities.

As before, guidance will be available from within the Council and WDCVS to help you develop your business plan.

Once you have completed your business plan, we will review it and let you know if we think you are ready to continue forward. If we think that you need more time or assistance to get ready, then we will point you in the right direction.

If the completed business plan is evaluated and a decision is made to reject the application, the Council will issue a decision notice highlighting the grounds for rejection.

If the submission is successful, a decision notice will be issued highlighting the terms and conditions of the asset transfer and requesting that you submit a formal offer.

Useful Contact details

Main contact for all property matters – Asset Management, West Dunbartonshire Council, Council Offices, Garshake Road, Dumbarton, G82 3PU. T: 01389 776996
Email: assetmanagementteam@west-dunbarton.gov.uk or visit <http://www.west-dunbarton.gov.uk/business/community-asset-transfer/>

Assets available for asset transfer - Initial Expression of Interest Application Form and Community Asset Transfer Application Form is available at <http://www.west-dunbarton.gov.uk/business/community-asset-transfer/>

Application support –West Dunbartonshire Community and Volunteering Services (WDCVS), Arcadia Business Centre, Miller Lane, Clydebank, G81 1UJ. T: 0141 941 0886 or visit <http://www.wdcvs.com/>

Business Advice – West Dunbartonshire Business Gateway, Titan Enterprise, 1 Aurora Avenue, Queens Quay, Clydebank, G81 1BF. T: 0141 951 7929, Email: westdunbartonshire@bgateway.com or visit <http://www.bgateway.com/local-offices/west-dunbartonshire>

Planning guidance -Planning and Building Standards, West Dunbartonshire Council, Titan Enterprise, 1 Aurora Avenue, Queens Quay, Clydebank, G81 1BF. T: 0141 951 7930, Email: Planning&BuildingControl@west-dunbarton.gov.uk or visit <http://www.west-dunbarton.gov.uk/planning-building-standards/contact-planning-and-building-standards/>

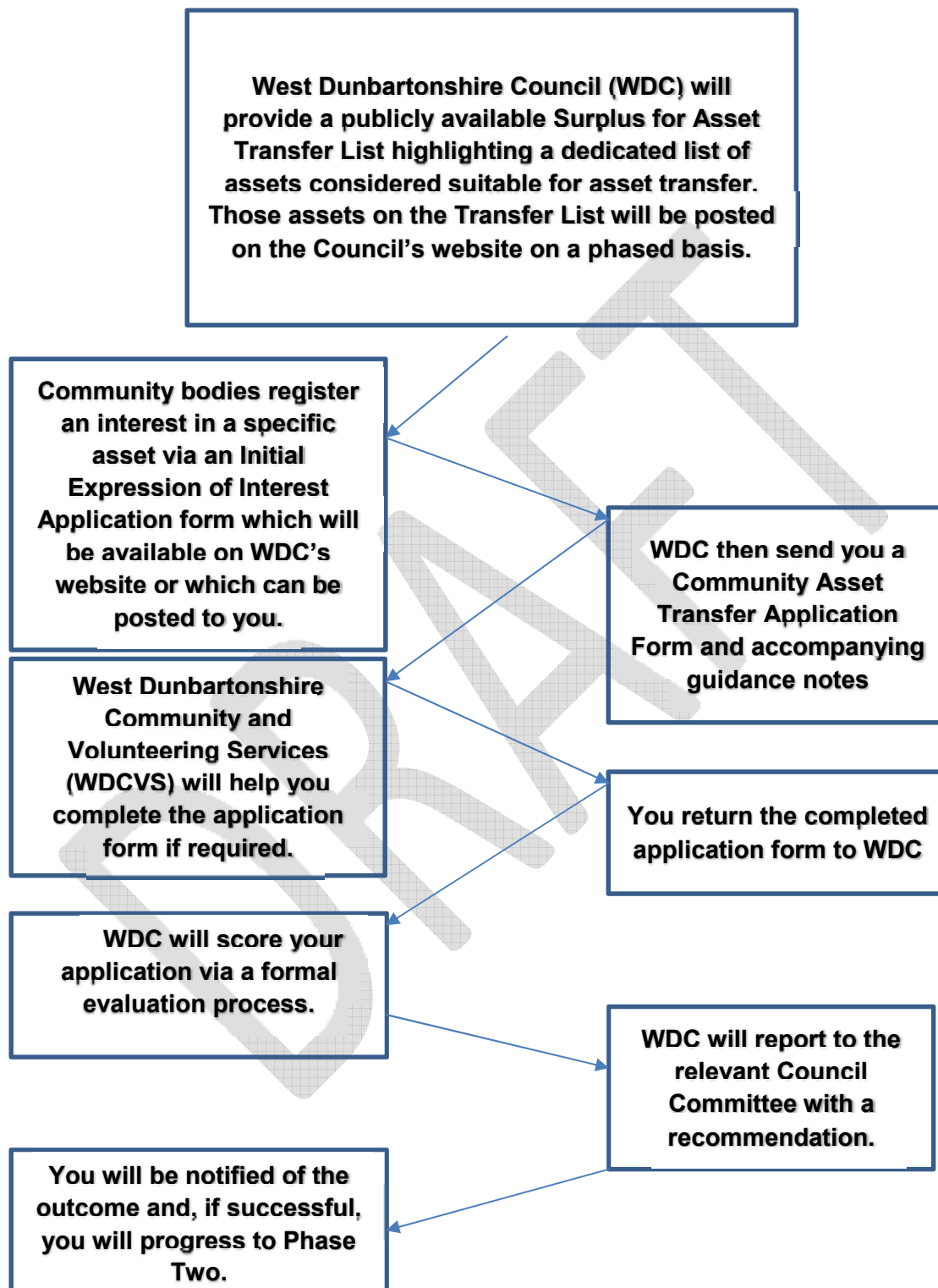
Community Led Regeneration – The Development Trusts Association Scotland – 1b Washington Lane, Edinburgh EH11 2HA. T: 0131 220 2456, Email: info@dtascot.org.uk or visit <http://www.dtascot.org.uk/>

Community Ownership - The Community Ownership Support Service – 1b Washington Lane, Edinburgh EH11 2HA. T: 0131 225 2080, Email: coss@dtascot.org.uk or visit <http://www.dtascommunityownership.org.uk/>

Establishing a Charity – The Office of the Scottish Charity Regulator – 2nd Floor, Quadrant House, 9 Riverside Drive, Dundee DD1 4NY. T: 01382 220446. Email: info@oscr.org.uk or visit <http://www.oscr.org.uk/>

Advice on equality duty as defined in the Equality Act 2010 – Contact the Council's Corporate and Community Planning Team, Council Offices, Garshake Road, Dumbarton, G82 3PU. T:01389 737269, Email: wdcpp@west-dunbarton.gov.uk or visit <http://www.west-dunbarton.gov.uk/council/strategies-plans-and-policies/council-wide-plans-and-strategies/equality-diversity-and-fairness/>

Community Asset Transfer User Guidance Notes – Initial Application (Phase 1)



COMMUNITY ASSET TRANSFER INITIAL EXPRESSION OF INTEREST APPLICATION FORM



All Community bodies wishing to apply for an asset under West Dunbartonshire Council's Community Asset Transfer Policy must first complete this application form.

Only applicants with a written constitution will be invited to progress their application.

1. Organisation	
Name of the Organisation	
Address of the Organisation	
2. Please provide details of the contact person	
Full Name	
Position in Organisation	
Contact Address (if different from above)	
Telephone Number	
E-Mail Address	
3. What is the structure and purpose of your organisation?	
Does the organisation have a written constitution, governance document or set of rules? If yes, please provide supporting documents.	Yes / No
Please describe the legal status of the organisation. To participate in a transfer of ownership, a community body must be one of the following: <ul style="list-style-type: none"> A company with not fewer than 20 	

<p>members.</p> <ul style="list-style-type: none"> • A Scottish charitable incorporated organisation with not fewer than 20 members. • A community benefit society. <p>If applicable, please provide a registration number e.g. charity/company number. If an incorporated company, please provide details.</p>	
<p>What is the purpose and main activities of your organisation? <i>A brief description should be provided in respect of the aims and objectives for the organisation along with the services offered and the target user group.</i></p>	
<p>4. Please tell us about the asset (building or land) you are interested in.</p>	
<p>Name and Address of Asset If required, please provide a site plan highlighting the extent of boundary.</p>	
<p>Please confirm the type of transfer you are interested in. <i>Is your organisation seeking outright ownership, a short or long term lease, or some other form of management/occupational agreement?</i></p>	
<p>5. Please confirm your proposed use of the asset? <i>(Community bodies should explain what they want the asset for in terms of space and facilities, and how the facility will be utilised).</i></p>	

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On completion, please send your application form to: **Asset Management, West Dunbartonshire Council, Council Offices, Garshake Road, Dumbarton, G82 3PU**. Electronic submissions can be sent to: assetmanagementteam@west-dunbarton.gov.uk

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COMMUNITY ASSET TRANSFER APPLICATION FORM



To allow West Dunbartonshire Council to evaluate the submissions received and to comply with the terms of the Disposal of Land by Local Authorities (Scotland) Regulations 2010, all offers should include a completed application form along with supporting documents.

Please provide the full address of the asset for transfer.

Where appropriate, please provide an accompanying site plan.

SECTION A – ABOUT YOU AND YOUR ORGANISATION

***Please note that only applicants with a written constitution will be considered for community asset transfer.**

1. Please provide details of the organisation making the application.

Name of Organisation

Address of Organisation (including postcode).

Please provide details of the contact person in relation to this application.

Full Name

Position in Organisation

Contact Address (if different from above)

Telephone Number

E-Mail Address

2. Please provide details if the organisation is formed as part of a larger organisation or an umbrella body.

3. Please describe the legal status of the organisation.

Applicants will require to have a written constitution. Community bodies not formally constituted cannot progress this application further.

What type of organisation are you?
Guidance Note: to participate in a purchase, a CO must be one of the following:

- A company with not fewer than 20 members.
- A Scottish charitable incorporated organisation with not fewer than 20 members.
- A community benefit society.

Organisations seeking to lease, use or manage need only be a community controlled body

For further information, please contact the Office of the Scottish Charity Regulator (www.oscr.org.uk) or the Development Trusts Association Ltd (www.dtascot.org.uk).

If applicable, please provide a registration number e.g. charity/company number. If an incorporated company, please provide details.

4. Please confirm when your organisation was established?

5. Please give details of the organisation's main purpose and current activities.

Briefly describe your organisation's main aims and objectives.

Guidance Note: A definition of the group's aims and objectives should be provided including the target outcomes.

What are the current activities/services provided by the organisation?

Guidance Note: An outline of activities/services offered should be provided along with an overview of how they are provided and the client group they are offered to. COs should be able to illustrate that they have the skills and expertise to effectively deliver the service.

6. Please provide details of the management structure of your organisation.

Guidance Note: Information supplied should include details of the COs management structure and decision making process along with an outline of the roles and responsibilities of the members.

Please identify current governing arrangements i.e. Board / Management Committee / Trustees / Directors.

Please confirm the identity of current office bearers:- <div style="text-align: right;"> <i>Chair:</i> <i>Treasurer:</i> <i>Secretary:</i> </div>		
Please identify total numbers of:- <div style="text-align: right;"> <i>Committee/Board members:</i> <i>Staff members:</i> <i>Volunteers:</i> </div>		
7. It is an essential condition of any application that the organisation has a written constitution? Please confirm that the organisation is formally constituted Yes/No <i>Guidance Note: Please provide a copy of the organisation's constitution.</i> Does your constitution?		
Identify the community which the organisation relates to? <i>If yes, please provide supporting information.</i>	Yes	No
Ensure that the majority of members of that organisation are members of that community? <i>If yes, please provide supporting information.</i>	Yes	No
Ensure that the organisation is open to, and controlled by, members of the community? <i>If yes, please provide supporting information.</i>	Yes	No
Illustrate aims and objectives that promote a benefit to the community? <i>If yes, please provide supporting information.</i>	Yes	No
Demonstrate that funds and assets are used for the benefit of the community? <i>If yes, please provide supporting information.</i>	Yes	No

Additional/Supporting Information:

8. Please confirm the individuals responsible for the running of the organisation.

Guidance Note: Provide details of the individuals involved with the day to day running of the project. Please provide details of the person who will be responsible for managing the project. Confirm the arrangements which will be put in place for monitoring, reporting, administration and financial management of the project?

Name	Volunteer or Employee	Role in Project	Previous Experience

Additional Information:

9. Please provide details of any previous asset management experience within your organisation.

Guidance Note: Demonstrate experience and expertise within your organisation using specific examples.

10. Please provide details of any property assets currently owned, leased or managed by your organisation at present.

Guidance Note: Detail how long the asset has been held, the terms of any lease, along with any improvements or maintenance that has been undertaken to it. Please provide details of any asset management strategy in place.

SECTION B – YOUR PROJECT

11. Please confirm which asset transfer option is being requested?

Guidance Note: Is your organisation seeking outright ownership, a short or long term lease or some other form of management/occupational agreement? If you are seeking outright ownership, please provide an estimate of the price that you will be prepared to pay. If your request is to lease the property, please provide the following: an estimate of rental per annum: the duration of the lease: the terms and conditions which are likely to be attached to the lease. Any other terms or conditions applicable to the transfer should also be highlighted. If a request is being made for rights to be conferred (e.g. a right to manage), the applicant should outline the nature and extent of the rights sought.

12. Please provide details on the proposed use of the asset.

Guidance Note: An outline should be supplied as to how the asset will be utilised, e.g. services to be provided, use of accommodation, opening hours etc. Please also provide details regarding any partnership arrangements which are or will be put in place.

13. Please confirm if your proposed use of the asset will require consent for a change of use under the Town and Country Planning (Use Classes) (Scotland) Order 1997.

Guidance Note: Please confirm the proposed use of the asset and verify if planning permission for a change of use will be required. Please also outline the outcome of any discussions with the Council's Planning and Building Standards department. Where available, supply supporting correspondence. Note that contact details are supplied on the accompanying guidance notes.

14. Please confirm if you propose to undertake any modifications to the asset to make it suitable for the proposed use.

Guidance Note: Where relevant, please provide details of any alterations, upgrading or refurbishments planned along with an estimate of associated costs if available. COs should demonstrate that they have considered the viability from a structural, planning and cost perspective and that appropriate regulatory bodies have been consulted. Where available, supply supporting correspondence. Any planning issues should be highlighted and information supplied as to how they may be mitigated.

15. Please demonstrate how you have identified a need/demand for the asset.

Guidance Note: Please use local and national evidence to highlight how demand has been established. Please highlight specific examples and evidence to support your statement. Highlight what is unique about your proposal.

16. Please verify if your proposed use of the asset is likely to impact on other organisations/businesses within the area.

Guidance Note: Please explain if your proposals are likely to impact on local jobs. Explain how similar businesses within the vicinity will be affected in a positive or negative way.

17. Please confirm the benefits that you consider will arise as a result of the asset transfer and how those benefits will be monitored.

Guidance Note: Explain how the project will be monitored and how success will be evaluated e.g. increased user numbers, increased opening hours etc.

18. Please outline any barriers or challenges to the success of your project.

Guidance Note: Define any potential risks e.g. funding, skills gaps, timescales etc. and explain how they can be mitigated. Ensure that external risks outwith the organisation's control have also been considered. Include a feasibility study if you have one.

19. Timescales – please provide indicative timescales for when you would hope the project will be up and running.

20. Please explain how the use of the asset will contribute towards the aims and objectives of West Dunbartonshire Council's Strategic Plan 2012 – 2017.

The Council's priorities are as follows:

Improve economic growth and employability

Improve life chances for children and young people

Improve care for and promote independence for older people

Improve local housing and environmentally sustainable infrastructure	
Improve the wellbeing of communities and protect the welfare of vulnerable people.	
21. The Community Empowerment Act (Scotland) 2015 states that a transfer should be considered in the context of various key areas as set out below. Please explain how the use of the asset will contribute towards these key considerations:	
Economic Development	
Regeneration	
Public Health	
Social Wellbeing	
Environmental Wellbeing	
22. Please give details of key stakeholders that were consulted, the method of consultation and the support shown for the project. <i>Guidance Notes: Please explain how you have consulted with the wider community and the outcome from those consultations. Please also include details concerning</i>	

any objections. Please provide letters of support or recommendation, along with any consultations, surveys and needs analysis undertaken.

Stakeholder Group	Method of Consultation	Outcome
Current users		
Local community		
Others (please specify)		
Further Information:		

SECTION C – REGULATORY/STATUTORY REQUIREMENTS

23. Please confirm if your organisation complies with the Equalities Act 2010.

YES/NO

If available, please provide a copy of your policy or statement document

Guidance Note: Equalities legislation is a standard expectation. You must be able to demonstrate how your organisation meets the requirements of a service provider in terms of the Equalities Act 2010. Please visit [West Dunbartonshire Equality Scheme - West Dunbartonshire Council](#) for further information.

24. Please confirm if your organisation has a comprehensive Health and Safety Policy.

YES/NO

Please provide a copy of your policy or statement document.

Guidance Note: It is acceptable to provide a generic statement as it is anticipated that individual assessment of the asset you are requesting may not be appropriate at this stage.

25. Please confirm if your organisation holds a relevant child protection/vulnerable adult's policy?

YES/NO

If available, please provide a copy of your policy or statement document.

Guidance Note: if your organisation is working with children/vulnerable adults, you must have the relevant policies in place. Should you wish to expand your services to include these groups, please detail how you propose to address the regulatory requirements.

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SECTION D – FINANCIAL INFORMATION

Please note that information supplied in this section is for initial evaluation purposes only. Full financial checks will be undertaken if the applicant proceeds to the next and final stage.

26. Please confirm how you propose to fund your proposal.

Guidance Note: Explain how you propose to fund the initial purchase/lease of the asset. Define how you will meet any subsequent costs. Submission of a business plan is not essential at this stage, however, if you have one available then please provide.

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27. Please confirm if you have already secured part/whole funding for the proposed project.

YES/NO

Please supply supporting correspondence.

If yes, please provide details below.

Funding Source	Date of Application	Amount

28. Please confirm if you have any outstanding applications for funding for the proposed project.

YES/NO

Please supply supporting correspondence where available.

If yes, please provide details below.

Funding Source	Date of Application/Anticipated Date of Response	Amount

29. Provide details of any other potential sources of funding you might have access to for the proposed project i.e. voluntary donations, borrowing etc.

30. Please confirm your operating costs for the existing service for the forthcoming year and outline how they are met.

31. Please verify if your organisation produces annual accounts.

YES/NO

If yes, please provide your most recent accounts signed and dated by an auditor or independent examiner.

32. Please confirm if you have been in receipt of a Council Grant over the past five years.

YES/NO

If yes, please provide details.

Guidance Note: Please provide details of any grants received, the date awarded and any restrictions on use. Provided specific details and reference/contact details.

33. Please confirm how you will ensure the long term sustainability of the project?

Guidance Note: Please explain how you will generate income from the asset to maintain the building and your service. Provide details of any proposed lettings, charges for service, membership fees etc. Please explain how the asset will be self-sustaining.

(A finalised, fully costed business plan along with annual accounts, bankers' letters, bank statements and cashflows will require to be submitted should you successfully progress to the next stage.)

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SECTION E – DECLARATIONS

34. This should be signed by the Chairperson, Vice Chairperson or Treasurer.

Guidance Note: This statement confirms that the individual has been authorised by the organisation to apply for asset transfer. Please include a copy of the relevant Committee meetings at which authorisation was provided.

On behalf of (Enter Organisation Name)	
I declare that all of the information and statements contained within this application are true.	
Full Name	
Position Held	
Signature	
Date	
Contact Address	

Telephone Number	
Email Address	

Please tick the box to confirm that the asset will NOT be operated as a private profit making venture.	
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On completion, please send your application form and all associated paperwork to: Asset Management, West Dunbartonshire Council, Council Offices, Garshake Road, Dumbarton, G82 3PU. Electronic submissions can be sent to: assetmanagementteam@west-dunbarton.gov.uk. You should receive an acknowledgement letter within 5 working days. If you do not, please contact the Asset Co-ordinator, Email: stuart.gibson@west-dunbarton.gov.uk

Checklist of Supporting Documentation.

	Supporting Documentation Provided	Reference
Yes/ No	Groups Constitution	Q7
Yes/ No	Other Documentation	Q13 & 14
Yes/ No	Feasibility Study	Q18
Yes/ No	Consultations, surveys, needs analysis	Q22
Yes/ No	Equal Opportunities Policy or Statement	Q23
Yes/ No	Health and Safety Policy or Statement	Q24
Yes/ No	Child Protection Policy or Statement	Q25
Yes/ No	Vulnerable Adults Policy or Statement	Q25
Yes/ No	Letters of Support from funders or local organisations	Q22, 27 & 28
Yes/ No	Business Plan (if completed)	Q26
Yes/No	Recent Accounts	Q31
Yes/No/Na	Reference in respect of Council grants	Q32
Yes/ No	Minutes of Committee meeting providing authorisation	Q34

Evaluation Form - Scoring Matrix						
Name of Community Body:		Date of Assessment:				
		Assessment Panel:				
*Scoring Note - Scoring should be based on the quality of answer/information explicitly provided in the application. The allocation of points awarded should increase based on the quality of the response e.g. 0- poor.						
Management Experience and Constitutional Arrangements		Score	Max. Score	Awarded	Measure	Weighting
Q6(a)	Is there an appropriate management structure in place?	0 - 15	15		Do they have a Chair , Secretary and Treasurer? Consider any other posts that have been highlighted. Are the respective roles and responsibilities clearly defined? Are internal decision making processes clearly identified?	10%
Q6(b) & Q3	Does the organisation have the appropriate level of staff resource?	0 - 15	15		Does the organisation have the capacity to manage an asset? Too few people may indicate a weakness in the organisation. Is the balance between paid staff and volunteers correct?	
Q7	Does a Constitution exist?	0 - 5	25		If no constitution exists then zero score applies and application rejected.	
	Does the constitution identify the Community etc.?	0 - 5				
	Does the constitution ensure that the organisation is open to and controlled by members of the community?	0 - 5				
	Does the constitution illustrate aims and objectives that promote community benefit?	0 - 5				
	Does the constitution demonstrate that funds and assets are used for community benefit?	0 - 5				
Q8	Does a wide range of expertise exist within the organisation	0 - 15	15		Are the relevant skills in place? Consider basic management, financial strengths and previous relevant experience when making a judgement. This may be supported by a business plan.	
Q9	Is there previous asset management experience within organisation	0 - 15	15		Look for specific and relevant examples that display or evidence an understanding of sound asset management principles and good practice.	
Q10	Are any assets currently owned/leased and being managed <u>successfully</u> by the organisation?	0 - 15	15		How long has the organisation operated from the asset? Consider how the building has been maintained and improved during this period. If no assets are held or no maintenance work has been undertaken apply a zero score.	
Section Total			100	0	Additional Comments:	

Suitability of the Asset		Score		Max. Score	Awarded	Measure	Weighting
Q11	What is the basis of the asset transfer option being requested?	Short Lease	5	10		This may not yet be determined in the absence of a finalised Case. All options should be scored and an additional 5 points granted if the proposal is also the Council's preferred option.	10%
		Long Lease	5				
		Purchase	5				
		Other	5				
		Council's preferred option	5				
Q12	Is the proposed use acceptable in terms of the information provided by the Council on acceptable uses?	0 - 20		20		Is the proposal an acceptable use, or not? Consider frequency of use, level of use etc. Will the CO be the only organisation using the property? Consider use implications of sub-tenants/occupiers.	
Q13	Is the Community organisation intending to change the use of the asset in terms of the Town and Country Planning (Use Classes) (Scotland) Order 1997?	0 - 25		25		Consider the level of discussion and engagement with Planning when assessing score. If a change of use is probably required and positive engagement has taken place with Planning, even at early stage, then score appropriately. No change of use secures a score of 25, no prospect of an appropriate change of use scores 0. If zero score applied, application to be rejected.	
Q14	Are any alterations required to the building?	0 - 15		15		If yes, consider the level of detail provided and look for evidence of a full understanding of the process for obtaining consent and the implications of undertaking the work (cost, risk, compliance). Consider any supporting documentation when making your assessment. No alterations will attract a score of 20	
Q15	Has the group identified a need/demand for this asset? Has supporting evidence been provided?	0 - 15		15		Consider national or local evidence & research. Look for specific examples and research evidence.	
Q16	Will there be an impact on existing businesses and organisations?	0 - 15		15		Consider if the proposals will have a positive or negative effect on local jobs and businesses within the area. A potential threat to existing jobs elsewhere would attract a zero score.	
Section Total				100		Additional Comments:	

Risk		Score	Max. Score	Awarded	Measure	Weighting
Q17	Are there clear benefits? Are there mechanisms, processes and plans in place to ensure that the suggested benefits derived from the project can be monitored and evaluated?	0 - 40	40		Consider what evidence is available to demonstrate how success will be measured. Are these sensible , realistic, practical?	15%
Q18	Have all barriers and challenges to the projects success been identified and are there plans in place to manage these?	0 - 40	40		Does the membership of the organisation have the necessary skills to overcome these difficulties? Consider the risk to the project in terms of funding, skills gap, timescales and external factors. Are plans to manage risks robust? Can issues be resolved e.g. through additional funding, training etc.	
Q19	Are the timescales for getting the project up and running realistic?	0 -20	20		Consider if the timescales are based on an understanding of all factors. Are they too ambitious?	
Section Total			100	0	Additional Comments:	

Social Impact & Meeting Council Priorities		Score	Max. Score	Awarded	Measure	Weighting
Q20	Will the use of the asset and the project improve economic growth and employability?	0 - 5	5			25%
	Will the use of the asset and the project improve life chances for children and young people?	0 - 5	5			
	Will the use of the asset and the project improve care for and promote independence for older people?	0 - 5	5			
	Will the use asset and the project help improve local housing and environmentally sustainable infrastructure?	0 - 5	5			
	Will the use of the asset improve the wellbeing of communities and protect the welfare of vulnerable people?	0 - 5	5			
Q21	Will an asset transfer promote or improve economic development?	0 - 5	5			
	Will an asset transfer promote or improve social wellbeing?	0 - 5	5			
	Will an asset transfer promote or improve public health?	0 - 5	5			
	Will an asset transfer promote or improve social wellbeing?	0 - 5	5			
	Will an asset transfer promote or improve environmental wellbeing?	0 - 5	5			
Q22(a)	Have the key stakeholders been identified and consulted?	0 - 25	25		Consider extent and nature of consultation with current users, local/wider community interests and other relevant groups/organisations. Has there been a transparent and wide consultation undertaken?	
Q22(b)	Have all issues concerns or objections arising from the consultation process been resolved or	0 - 25	25		Consider the nature and relevance of objections and measures/steps taken to resolve. Consider also any	
Section Total			100		Additional Comments:	

Regulatory/Statutory Requirements		Score	Max. Score	Awarded	Measure	Weighting
Q23	Does the organisation comply with the Equalities Act 2010?	0 - 40	40		Are internal policies in place to support equal opportunities and diversity? If no consideration of the Equalities Act 2010 has been provided, a zero score will apply.	20%
Q24	Does the organisation have a comprehensive Health & Safety Policy in place?	0 - 30	30		Does the policy provide adequate protection for staff and stakeholders involved in the organisation and the project proposal? If the answer is no, then a zero score will apply.	
Q25	Are there relevant child protection/vulnerable person policies in place?	0 - 30	30		Do the policies provide adequate protection? If the answer is no, then a zero score will apply. If not required, then a score of 10 should apply.	
Section Total			100	0	Additional Comments:	

Financial Sustainability		Score	Max. Score	Awarded	Measure	Weighting
Q26	Are there outline financial proposals for the acquisition and initial development of the asset?	0 - 15	15		How realistic is the funding package? Which of the following are in place or have been identified: banked funds; grants; donations; loans, identified income streams, identified economic savings? Consider the timescale required to make the asset fit for purpose - is it viable?	20%
Q27 & 28	Has the organisation secured initial/part/whole funding for the proposed project?	0 - 15	15		Consider the funding sources approached, the sums involved, dates of application and purpose of the secured/proposed funding. Consider outstanding applications. Brand new organisations will attract a zero score as will a refusal for funding.	
Q29	Has the organisation explored/identified other potential sources of income?	0 - 10	10		Has the organisation been thorough? Have they received voluntary donations? Do they have any outstanding loans? What are the loan covenants?	
Q30	Can the organisation evidence what its current operating costs are and how these costs are met?	0 - 15	15		Does the organisation have a current financial or operating plan?	
Q31	Can the organisation provide recent externally audited accounts?	0 - 15	15		Consider the completeness of the accounts and trading position, financial viability, stability and sustainability of the existing organisation. Consider the impact of volunteer numbers to the sustain organisation.	
Q32	Has the council received any grant funding from WDC over the past five years?	0 - 10	10		Have grant terms been adhered to? Were any financial irregularities identified? Unresolved irregularities score 0, resolved irregularities score 5, no irregularities - score 10, no grant - score 10.	
Q33	Is the project/proposal financially sustainable in the long term?	0 - 20	20		Does the Business plan (if available) include a strong income generation plan? Is there evidence that income will sustain the building and project? (consider any capital investment required) Is there the potential to generate a surplus? Consider proposed lettings, membership fees etc.	
Section Total			100	0	Additional Comments:	

APPENDIX 4

List of transfers by West Dunbartonshire Council to Community Bodies since 2012

Year	Property	Purchaser
2012-13	Dumbarton – Howatshaws Hall, 58 Howatshaws Road	Bellsmyre Development Trust
2013-14	Clydebank – 5 West Thomson Street	Y-Sort -It
2014-15	Renton- Carman Centre, 175 Main Street	Cornerstone
2015-16	Renton – Renton Nursery, Station Street	Vale of Leven Autism and Aspergers Forum

WEST DUNBARTONSHIRE COUNCIL

**Report by the Strategic Director - Regeneration, Environment and Growth
and the
Chief Officer - WDC Health & Social Care Partnership**

**Infrastructure, Regeneration and Economic Development Committee:
15 June 2016**

Subject: Clydebank Care Home Tender Process and Awarding of Contract

1. Purpose

- 1.1** The purpose of this report is to request that delegated authority is granted to the Strategic Director of Regeneration, Environment & Growth to tender and award contracts for Clydebank Care Home. It is also requested that retrospective authority is granted to appoint Consultants in order to support the in-house Project Team deliver the project.

2. Recommendations

- 2.1** It is recommended that the Committee:

- (i) note the content of this report;
- (ii) grant delegated authority to the Strategic Director Regeneration, Environment & Growth to tender and award contracts to the most economically advantageous tenderer;
- (iii) grant delegated authority to the Strategic Director Regeneration, Environment & Growth to appoint any further Consultants to complement the in-house WDC team;
- (iv) grant delegated authority to the Strategic Director Regeneration, Environment & Growth to tender and award contracts to the most economically advantageous tenderers for items of loose furniture, fittings, fixtures, equipment (FF&E) and ICT equipment for both Clydebank and Dumbarton Care Homes; and
- (v) retrospectively approve appointment of Atkins Limited / Faithful & Gould via the SCAPE Professional Services Framework.

3. Background

- 3.1** The original business case was developed internally by the then WDC Community Health & Care Partnership (CHCP) in 2012. Work has been on-going since then to enable the Council to reach a position in which it could release a tender for the project.

- 3.2** Both Dumbarton and Clydebank Care Home projects were subject to previous reports granting authority to proceed using the Hub West Scotland delivery model.
- 3.3** West Dunbartonshire Council has committed a budget of £25,062,000 to the development of two 84 bed care homes with associated day care centres. The first project, the development of an 84 bed care home and a 50 place day care facility on the Crosslet House site in Dumbarton is currently under construction.
- 3.4** Clydebank Care Home is seen as a 'sister project' and should provide a similar level of quality specification and provision.
- 3.5** Tendering and awarding contracts separate to the main construction contracts for both Care Homes for the loose items of FF&E and ICT equipment, builds flexibility, additional routes to market options and offers best value.
- 3.6** Clydebank Care Home is one of the first projects to be delivered within the Health Quarter in Queens Quay Masterplan Development Site in Clydebank, and will be the immediate neighbour to the planned new Clydebank Health Centre.
- 3.7** The now Health & Social Care Partnership (HSCP), as Commissioning Client, has identified the following key objectives for the project:
- Improve health and care outcomes for older people within our care homes and day care centres;
 - Flexible accommodation to match future demand needs;
 - Enhance the standards of care and support in our care homes by providing better facilities for the people who live and work there;
 - Provide a well-staffed and equipped 'home for life' whilst achieving significant economies of scale;
 - Renew and significantly enhance the facilities and model of care in our day care provision;
 - Improve the asset management of our care facilities by the Council.
- 3.8** As part of the Council Project Management Approach, the Care Homes Project Board was established 21 August 2014 and chaired by the Chief Officer of HSCP and overseen by WDC Strategic Asset Management Group.

4. Main Issues

- 4.1** Following a meeting on 2 April 2015, where concerns with the delivery of the care homes project were outlined, it was confirmed that our Corporate Management Team endorsed the recommendation that we sought an alternative procurement method and delivery partner for the Clydebank Care Home.

- 4.2** Following the decision to remove Clydebank Care Home from the Hub West Scotland delivery pipeline on 21 April 2015, a further report was presented to Council on 29 April 2015 by the then Executive Director of Infrastructure and Regeneration titled “Authority to Execute Contracts with Hub West Scotland Limited”, which excluded reference to the project.
- 4.3** A procurement appraisal process was carried out by the HSCP, Capital Investment Team and Corporate Procurement and the Project Board endorsed the decision to utilise West Dunbartonshire Council’s Consultancy Services to lead the project delivery. It was acknowledged that additional design services were required to assist the in-house team and complement WDC resources.
- 4.4** Consultancy Services were appointment on 24 August 2015.
- 4.5** A paper proposing the appointment of Atkins Limited / Faithful & Gould to complete the full Design Team was received and approved by the Project Board on 12 October 2015 which included the associated fee proposal.
- 4.6** The project is being delivered from within WDC resources complemented with additional services provided by the appointment of Atkins Limited / Faithful & Gould through the SCAPE Professional Services Framework. In order to support the development phase of the project and mitigate delay to progress, Atkins Limited / Faithful & Gould were engaged with the project in October 2015.
- 4.7** Consultancy Services are appointed as the ‘Delivery Vehicle’ for Clydebank Care Home. They provide the Project Manager, Cost Consultant and Architectural Team. They have engaged with and continue to manage the other Consultants required to deliver the project and prepare for tender via OJEU process for a Design & Build Contractor who will complete the technical design from RIBA Stage 4 onwards. Consultancy Services will administer the project through the contract phase with the project team remaining as advisors to WDC. Consultancy Services is the Council’s professional building consultancy responsible for:
- Design, procurement and management of Housing Revenue Account Capital Projects;
 - Design, procurement and management of General Services Capital Projects;
 - Provision of technical assistance, feasibility and cost studies on behalf of other departments.
- 4.8** Atkins Limited / Faithful & Gould, via the SCAPE Professional Services Framework are providing the remaining design team disciplines including;
- Structural Engineer
 - Civil Engineer
 - Mechanical Engineer
 - Electrical Engineer

- Geotechnical Engineer
- Landscape Architect
- Acoustician
- Fire Engineer
- BREEAM

4.9 It is now necessary to seek delegated authority for tender, awarding contracts and appointments.

5. People Implications

5.1 Strategic Director Regeneration, Environment & Growth oversees all capital construction projects delivered by the Council.

5.2 WDC HSCP are identified as Commissioning Client and will continue to engage with the project through the development phase, construction and beyond into operation and management of the new facility.

5.3 The Chief Officer of HSCP is the Project Sponsor and Chair of the Project Board.

5.4 The Capital Investment Team support HSCP and continue to deliver the project in line with the approved project management approach.

5.5 Consultancy Services and the Design Team are working collaboratively to deliver the project through the development phase and will continue to provide services until the facility is in operation.

5.6 The Capital Investment Team, Consultancy Services and HSCP will now progress towards a detailed planning submission and tender phase with suitable resources allocated to the project. There is a requirement for on-going Council Legal and Procurement input into this project.

5.7 The Design Team led by Consultancy Services, will be retained through the Construction Phase to provide technical support to HSCP and the Capital Investment Team.

6. Financial and Procurement Implications

6.1 The funding to deliver the project is allocated from the Councils' Capital Plan.

6.2 The budget of £25,062,000 was approved at the 24 February 2016 Council to deliver both Dumbarton and Clydebank Care Homes.

6.3 In line with European Union Procurement legislation, invitations to tender for the main construction works will be issued through OJEU to the open market.

6.4 A Prior Information Notice was published 7 April 2016 via Public Contracts Scotland.

- 6.5** The PQQ, inclusive of the European Single Procurement Document (Scotland) ESPD, will be published in line with the Development Programme which is in turn informed by the wider Queens Quay Masterplan Development Programme. The PQQ incorporates the new regulations and Procurement Act that came into force on 18 April 2016.
- 6.6** All procurement activity carried out by the Council in excess of £50,000 is subject to a contract strategy. This will consider the contract scope, procurement model and routes to market. We will be using the most appropriate route to market as identified by the strategy.
- 6.7** The main works contract for Clydebank Care Home will contribute to delivery of the Council strategic priorities. Further opportunities to maximise the positive social, economical and environmental impact for WDC through the contract will also be explored e.g. through the use of Community Benefit Clauses.

7. Risk Analysis

- 7.1** The timeous procurement of the project is important to ensure delivery in line with the Council aspirations to provide state of the art, modern care facilities in Clydebank. The Committee is requested to delegate authority to the Strategic Director Regeneration, Environment & Growth to progress the tender and award contracts as required to support committed spend.

8. Equalities Impact Assessment (EIA)

- 8.1** An Equalities Impact Assessment Screening was carried out as part of the original business case. A further screening assessment will be undertaken as the project progresses through RIBA Plan of Works stage 4.

9. Strategic Environmental Assessment (SEA)

- 9.1** A strategic environmental assessment is not necessary for decisions related to this report. Environmental considerations continue to be addressed through the project development phase and will be the approach will be governed by WDC Regulatory Authority consultation and approvals.

10. Consultation

- 10.1** Discussions have taken place with statutory consultees and regulatory Authorities including Planning, Roads and Transportation and Environmental Health. A number of public consultation sessions are planned in support of the Planning Application.

11. Strategic Assessment

- 11.1** This proposal will contribute to improving economic growth and employability; and improving local housing and environmentally sustainable infrastructure.

Richard Cairns
Strategic Director - Regeneration, Environment and Growth

Keith Redpath
Chief Officer - Health and Social Care Partnership
Date: 12 May 2016

Person to Contact:	Lesley Woolfries - Capital Projects Manager, Council Offices, Garshake Road, Dumbarton, G82 3PU, telephone: 01389 776985, e-mail: lesley.woolfries@west-dunbarton.gov.uk
Appendices:	None
Background Papers:	None
Wards Affected:	4, 5 and 6

WEST DUNBARTONSHIRE COUNCIL

Report by the Strategic Director - Regeneration, Environment and Growth

Infrastructure, Regeneration and Economic Development

Committee: 15 June 2016

Subject: Housing, Environmental and Economic Development
Attendance Management: Annual Result 2015/16

1. Purpose

- 1.1** The purpose of this report is to advise Committee on attendance within Housing, Environmental and Economic Development and provide a summary of the annual absence statistics.

2. Recommendations

- 2.1** It is recommended that the Committee note the content of the report and the attendance results for the year, namely a reduction of (2124.2) FTE days (11.6%) compared to the same period last year.

3. Background

- 3.1** Improving attendance at work is a key strategic priority for the Council requiring commitment from elected members, Corporate Management Team, Trade Unions, individual managers and employees.
- 3.2** The Council has made a commitment to improving attendance levels by setting ambitious targets of reducing days lost for Local Government Employees to 7 FTE days lost by 2017.
- 3.3** The 2015/16 target for Housing Environment and Economic Development has been set at 9 FTE days lost.

4. Main Issues

Annual Performance

- 4.1** Chart 1 and Table 1 show annual absence data for Housing Environment and Economic Development absence was reported as 11.16 days lost which represents an 11.6% reduction compared to the same period last year.

Chart 1 below shows the monthly trend this year compared to the same period last year.

The directorate did not achieve target of 9 days lost per employee there has been a significant improvement in attendance in comparison with previous

years and recorded an improvement in attendance for 11 out of the last 12 months.

Chart 1 - Absence Trend

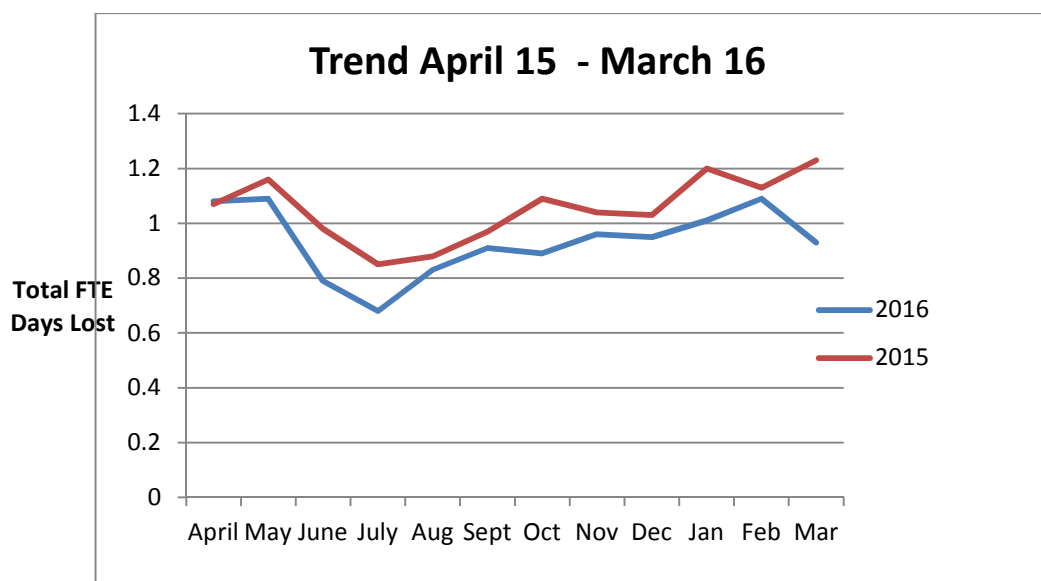


Table 1 shows the service breakdown across Housing Environment and Economic Development and details the improvement in each area on the previous year. Neighbourhood Services attendance improved by 14%, Housing and Community Safety by 5.72% and Regeneration and Economic Development by 29.61%.

Table 1 - Service Breakdown. Annual (2015/16)

Service Area	Days LostFTE 2014/15	Days LostFTE 2015/16	% Improvement
Directorate	0.00	0	0
Housing and Community Safety	11.90	11.22	5.72%
Neighbourhood Services	14.11	12.15	14%
Regeneration and Economic Development	6.08	4.28	29.61%
Average	12.62	11.16	11.6%

Annual- Absence Duration

- 4.2** Long term absence (over 4 weeks) is the predominant duration with 51.03% of days lost in this category.

Annual- Absence Reasons

- 4.3** In 2015/16, the most common reasons for days lost within Housing Environment and Economic Development were Acute Medical Conditions (+19.71%%), Minor Illness (26.66%%) MSK (26.34%%), although it should be noted that by the end of the financial year, The result for Acute Medical Conditions is consistent with the relatively high instance of serious illness, including cancer, and managers continue to manage cases sensitively while seeking a positive outcome.

Housing Environmental and Economic Development Actions

- 4.4** The following summarises the actions that have been progressed during the course of the year.

- SMT monitor and review absence within the directorate on a monthly basis.
- Heads of Service hold a monthly meeting with managers to review actions.
- Executive Director/Head of Service and trade unions held joint Attendance Workshops with employees to discuss attendance.
- Promotion of Short Term Leave (Personal Days)
- 13 week review meeting held by service managers for all long term cases
- Managers have attended Working Well Together Workshops
- Managers attended Stress Management Workshops
- All managers and staff have an objective to meet and achieve the attendance standards in PDP.
- Improvements in attendance within the directorate communicated and recognised by Executive Director and Head of Service.
- Alcohol and substance misuse awareness sessions arranged for employees.
- Managers encouraging employees to be flexible and to consider other options as an alternative to sick leave.

- 4.5** The following actions are identified in the Housing Environment and Economic Development Absence Action Plan 2016/17.

- Critical Case Reviews with service manager if absence continues for 13 weeks.
- Revised policy update sessions and masterclasses being arranged for managers.
- One to one HR / Manager meetings
- Annual Absence Audit

Attendance Working Group

- 4.6** The Attendance Working Group continues to meet on a monthly basis to develop initiatives and interventions to support employee attendance at work. The Attendance Working Group recognises that novel and potentially contentious initiatives may be required to bring about a reduction in days lost due to sickness absence. Initiatives implemented in 2015/16 were;

- Improved communication of absence messages via the Council's Intranet.
- Bereavement Leave Scheme - proposal to JCF in March 16. Pilot to be rolled out.
- Manager Master classes - How to manage and support employees with a disability
- Wash up of the Absence Management Manager Masterclasses
- Revision of the Council's smoking policy in light of GG&CHB decision on e-cigarettes

5. People Implications

- 5.1** Absence impacts not only those who are absent from work due to illness or injury but also those remaining at work. The absence levels experienced within our services leads to significant additional burdens on our attending workforce. Striving to reduce absence through the appropriate support to those with health issues as well as ensuring that we provide the right assistance to those at work is fundamental to the successful achievement of our annual target.

6. Financial Implications

- 6.1** Significant absence levels impact on the Council in terms of cost, service delivery and motivation. In 2015/16, Housing, Environmental and Economic Development lost a total of 14071 FTE working days of productivity to sickness absence a decrease of 2124 FTE days compared to last year. Based upon the nominal daily cost of a day's absence (£118.00), it is estimated that the cost of absence for the year was £1,660,378 a reduction in cost of £250,632. This figure does not take into account the indirect costs of absence such as overtime, loss of productivity, reduced team performance.

7. Risk Analysis

- 7.1** There has been a significant improvement in attendance with the directorate in 2015/16 however this was not sufficient to report achievement of target for Housing Environment and Economic Development. Attendance and managing absence will have to be a focus for managers in 2016/17 if this improvement in attendance is to continue.

8. Equalities Impact Assessment (EIA)

- 8.1** An Equalities Impact Assessment Screening has been undertaken and noted that a high level of employees on long term sickness absence will be covered by the Equality Act 2010. A number of measures to mitigate the impact include reasonable adjustments, introduction of Tailored Adjustment Agreements, Disability Leave, Carers' Leave and the provision of Occupational Health advice.

9. Consultation

- 9.1** Consultation is on-going with Trade unions through the Attendance Working Group, ELG, JCF and Corporate Services JCC to identify and address attendance issues.

10. Strategic Assessment

- 10.1** Effective attendance management will support the Council's aim to make best use of both financial and human resources resulting in a positive impact upon service provision.

Richard Cairns

Strategic Director - Regeneration, Environment and Growth

Date: 19 May 2016

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Appendices:

Background Papers: None

Wards Affected: None