

Agenda



Infrastructure, Regeneration and Economic Development Committee

Date: Wednesday, 22 November 2017

Time: 10:00

Venue: Committee Room 3, Council Offices,
Garshake Road, Dumbarton

Contact: Nuala Quinn-Ross, Committee Officer
Tel: 01389 737210, nuala.quinn-ross@west-dunbarton.gov.uk

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 Iain McLaren (Chair)
Councillor Diane Docherty (Vice Chair)
Councillor Gail Casey
Councillor Karen Conaghan
Provost William Hendrie
Councillor Caroline McAllister
Councillor David McBride
Councillor Jonathan McColl
Councillor Marie McNair
Councillor John Mooney
Councillor Lawrence O'Neill
Councillor Martin Rooney

All other Councillors for information

Chief Executive
Strategic Director of Regeneration, Environment and Growth

Date of Issue: 9 November 2017

**INFRASTRUCTURE, REGENERATION AND ECONOMIC
DEVELOPMENT COMMITTEE**

WEDNESDAY, 22 NOVEMBER 2017

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 7 - 11

Submit, for approval as a correct record, the Minutes of Meeting of the Infrastructure, Regeneration and Economic Development Committee held on 16 August 2017.

4 OPEN FORUM

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

5 WEST OF SCOTLAND LOAN FUND (WSLF) – AMENDMENT TO ARTICLES OF ASSOCIATION 13 - 17

Submit report by the Strategic Lead – Regeneration providing an update on the current status of the West of Scotland Loan Fund and seeking approval to amend the Articles of Association.

6 SALE OF FORMER BRAIDFIELD HIGH SCHOOL, QUEEN MARY AVENUE, CLYDEBANK 19 - 26

Submit report by the Strategic Lead – Regeneration advising on the outcome of the marketing of the former Braidfield High School, Queen Mary Avenue, Clydebank, providing details the offers received and seeking approval to conclude disposal of the site.

7/

7 SALE OF FORMER HIGHDYKES PRIMARY SCHOOL, BONHILL 27 - 33

Submit report by the Strategic Lead – Regeneration advising on the outcome of the marketing of the former Highdykes Primary School, Bonhill, providing details of the offer received and seeking approval to conclude disposal of the site.

8 SALE OF FORMER CARE HOME KNOWN AS DALREOCH HOUSE, DUMBARTON 35 - 41

Submit report by the Strategic Lead – Regeneration advising on the outcome of the marketing of the former care home known as Dalreoch House, Dumbarton, providing details the offers received and seeking approval to conclude disposal of the site.

9 REGENERATION FUND - QUEENS QUAY DISTRICT HEATING NETWORK, ENERGY CENTRE LAND PURCHASE 43 - 47

Submit report by the Strategic Lead – Regeneration seeking approval to use the Council's Regeneration Fund to acquire land for the Queens Quay District Heating Network Energy Centre.

10 REVIEW OF THE ELIGIBILITY OF THE CARE OF GARDENS SCHEME (item to follow)

Submit report by the Strategic Lead – Environment & Neighbourhood providing details of the rise in use of the care of gardens service and the associated costs in service delivery resulting in financial pressures on the Greenspace budget and seeking to review the eligibility criteria to ensure the service is provided only to residents with the greatest need.

11 ECONOMIC DEVELOPMENT STRATEGY ACTION PLAN UPDATE 49 - 89

Submit report by the Strategic Lead – Regeneration informing of the progress in delivering the Economic Development Strategy Action Plan 2015-20.

12 REGENERATION DELIVERY PLAN 2017/18: MID-YEAR PROGRESS REPORT 91 - 98

Submit report by the Strategic Lead – Regeneration setting out the mid-year progress of the Regeneration Delivery Plan 2017/18 actions.

13 ENVIRONMENT & NEIGHBOURHOOD DELIVERY PLAN 2017/18: MID-YEAR PROGRESS 99 - 106

Submit report by the Strategic Lead – Environment & Neighbourhood setting out the progress of the Environment & Neighbourhood Delivery Plan at mid-year.

14 ANNUAL PERFORMANCE OF WEST DUNBARTONSHIRE LEISURE TRUST FOR YEAR TO 31 MARCH 2017 107 - 148

Submit report by the Strategic Lead – Environment & Neighbourhood providing an update on the annual performance of West Dunbartonshire Leisure Trust (the Trust) during the period 01 April 2016 to 31 March 2017.

15 UPDATE ON PROPERTY AND LAND ASSET DISPOSAL STRATEGY 2013 - 2018 149 - 162

Submit report by the Strategic Lead – Regeneration providing an update in respect of the Property and Land Disposal Strategy 2013 – 2018.

16 QUEENS' QUAY, CLYDEBANK 163 - 170

Submit report by the Strategic Lead – Regeneration providing an update on the progress made at the Queens' Quay development.

17 REGENERATION FUND – PROJECT PROPOSAL FOR CONNECTING CLYDEBANK, DUMBARTON RD/GLASGOW RD, A814 PROJECT 171 - 204

Submit report by the Strategic Lead – Regeneration proving a detailed project proposal for the Connecting Clydebank, (Dumbarton Rd/Glasgow Rd A814) project.

18 UPDATE ON ACTIVITY BY CLYDEBANK PROPERTY COMPANY LIMITED 205 - 212

Submit report by the Strategic Lead – Regeneration on the progress of activity in Clydebank Property Company Limited (CPC) following its purchase in August 2014.

19/

**19 UPDATE ON MITCHELL WAY REDEVELOPMENT SITE, (item of follow)
ALEXANDRIA**

Submit report by the Strategic Lead – Regeneration providing an update on the proposed redevelopment of the Mitchell Way redevelopment site in Alexandria following receipt of additional information, detailed costings and appraisal by the preferred developer.

**20 INFRASTRUCTURE, REGENERATION & ECONOMIC (item of follow)
DEVELOPMENT BUDGETARY CONTROL REPORT 2017/18
TO PERIOD 7 (31 OCTOBER 2017)**

Submit report by the Strategic Director – Regeneration, Environment and Growth providing an update on the financial performance to 31 October 2017 (Period 7) of those services under the auspices of this Committee.

**21 WORKING WELL TOGETHER - ATTENDANCE MANAGEMENT: 213 - 226
QUARTER 2 (1 JUNE – 30 SEPTEMBER 2017)**

Submit report by the Strategic Lead – People and Technology providing an update for Quarter 2 2017/18 in respect of sickness absence and to provide detailed analysis on the attendance performance for the strategic lead areas within the locus of this Committee.

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 August 2017 at 10.00 a.m.

Present: Provost William Hendrie and Councillors Gail Casey, Karen Conaghan, Diane Docherty, Caroline McAllister, David McBride, Jonathan McColl, Iain McLaren, Marie McNair, John Mooney and Martin Rooney.

Attending: Richard Cairns, Strategic Director – Regeneration, Environment and Growth; Peter Barry, Strategic Lead – Housing and Employability; Ronald Dinnie, Strategic Lead – Environment and Neighbourhood; Jim McAloon, Strategic Lead – Regeneration; Michael McGuinness, Economic Development Manager; Stuart Gibson, Assets Co-ordinator; Sally Michael, Principal Solicitor and Nuala Quinn-Ross, Committee Officer.

Councillor Iain McLaren in the Chair

DECLARATIONS OF INTEREST

Councillor McNair declared an interest in the item 'Sale of Langcraigs Care Home, 2 Gooseholm Road, Dumbarton', being the Chair of the West Dunbartonshire Health and Social Care Partnership Board.

MINUTES OF PREVIOUS MEETING

The Minutes of Meeting of the Infrastructure, Regeneration and Economic Development Committee held on 21 June 2017 were submitted and approved as a correct record.

BUSINESS GATEWAY CONTRACT FOR WORKSHOPS AND EXPERT HELP

A report was submitted by the Strategic Lead – Regeneration 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 Strategic Lead - Regeneration in further explanation of the report and in answer to Members' questions, the Committee agreed:-

- (1) that the current contract be extended for a six month period until March 2018; and
- (2) that a tendering exercise be undertaken to award a contract to provide workshops, and expert help on behalf of the Business Gateway service for the sum up to £147,900 over a 3 year period from 1 April 2018 to 31 March 2021.

REGENERATION FUND - PROJECT PROPOSALS FOR DUMBARTON WATERFRONT PATHWAY AND BALLOCH VILLAGE SQUARE PROJECTS

A report was submitted by the Strategic Lead – Regeneration providing detailed project proposals for the Dumbarton Waterfront Pathway and Balloch Village Square projects that are supported by the Council's Regeneration Fund.

After discussion and having heard the Strategic Lead – Regeneration and the Economic Development Manager in further explanation of the report and in answer to Members' questions, the Committee agreed:-

- (1) to approve both project proposals prepared for the Dumbarton Waterfront Pathway Project and Balloch Village Square Project, as set out within Appendices 1 and 2 of the report;
- (2) to approve funding of £0.867m towards the Dumbarton Waterfront Pathway Project and up to £1.2m towards Balloch Village Square held within the capital budget for Regeneration within the approved capital plan agreed by Council on 22 February 2017;
- (3) to note that, depending on the timing of the developers contributions to the Dumbarton Waterfront Project the Council will require to temporarily fund up to an additional £0.860m – which would later be refunded by payments from the developers; and
- (4) to note that the outcome of the procurement processes for these projects will be reported to a future meeting of the Tendering Committee for approval.

SALE OF LANGCRAIGS CARE HOME, 2 GOOSEHOLM ROAD, DUMBARTON

A report was submitted by the Strategic Lead – Regeneration advising on the outcome of the marketing of Langcraigs Care Home and seeking approval to conclude disposal of the site.

After discussion and having heard the Strategic Lead – Regeneration and the Assets Co-ordinator in further explanation of the report and in answer to Members' questions, the Committee agreed:-

- (1) to approve the disposal of Langcraigs Care Home, 2 Gooseholm Road, Dumbarton, G82 2AY for a consideration of £975,000 (Nine Hundred and Seventy Five Thousand Pounds) to Meallmore Ltd;
- (2) that authority be delegated to the Strategic Lead - Regeneration to conclude negotiations; and
- (3) that authority be delegated to the Strategic Lead - Regulatory to conclude the transaction on such conditions as considered appropriate.

SALE OF GROUND AT CARROCHAN ROAD, BALLOCH G83 8EG

A report was submitted by the Strategic Lead – Regeneration advising on the outcome of the marketing of the ground at Carrochan Road, Balloch and seeking approval to conclude disposal of the site.

The Chair, Councillor McLaren, advised that a letter had been received from an under-bidders' Solicitor requesting its contents be read to the Committee. The Strategic Lead – Regeneration advised that he had taken legal advice and confirmed that the letter should be communicated to the Committee. Thereafter the Assets Co-ordinator read out the following:-

James Alexander Whyte is the sole director and shareholder of Bingham Homes & Co Limited. Mr Whyte owned a site at Heather Avenue, Alexandria and reduced the size of his development by selling some of his site to provide ground for the new Balquidder Residential Care Home in Alexandria. Mr Whyte advises that local people had been trying for 20 years or so to get another care home built in this area as there was a lack of places locally which meant that when the time came, elderly people were more likely to have to move into care homes further away in West Dunbartonshire, making it more difficult for them to keep in touch with their family and friends. This new care home brought jobs in the area which Mr Whyte believes is good for the local economy.

Mr Whyte believes that the construction of the Care Home Facility and the adjacent development of new homes which he completed in Heather Avenue has helped to improve the area and make it a more attractive place to live.

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 disposal of the ground at Carrochan Road, Balloch, G83 8EG for a consideration of £1,069,000 (One Million and Sixty Nine Thousand Pounds) to Turnberry Homes;
- (2) that authority be delegated to the Strategic Lead - Regeneration to conclude negotiations; and

- (3) that authority be delegated to the Strategic Lead - Regulatory to conclude the transaction on such conditions as considered appropriate.

DEMOLITION OF PLAYDROME, 2 ABBOTSFORD ROAD, CLYDEBANK

A report was submitted by the Strategic Lead – Regeneration providing an update on the progress of the disposal of the Clydebank Town Centre Development Opportunity Site - Playdrome Site and seeking approval to afford the preferred developer Henry Boot Developments Limited permission to demolish the building formerly known as the Playdrome prior to conclusion of the sale of the whole site.

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

- (1) to approve that Henry Boot Developments Limited, the preferred developer, be permitted to demolish the building formerly known as the Playdrome;
- (2) that authority be delegated to the Strategic Lead - Regeneration and the Strategic Lead - Resources to conclude negotiations including the underwriting of the developers demolition costs to a limit of £500,000; and
- (3) that authority be delegated to the Strategic Lead - Regulatory to conclude the transaction on such conditions as considered appropriate.

INFRASTRUCTURE, REGENERATION & ECONOMIC DEVELOPMENT BUDGETARY CONTROL REPORT 2017/18 TO PERIOD 3 (30 JUNE 2017)

A report was submitted by the Strategic Director – Regeneration, Environment and Growth providing an update on the financial performance to 30 June 2017 (Period 3) of those services under the auspices of this Committee.

After discussion and having heard the Strategic Director and the Strategic Lead – Environment and Neighbourhood in further explanation of the report and in answer to Members' questions, the Committee agreed:-

- (1) to note the contents of the report showing the revenue budget forecast to overspend against budget by £0.037m (0.1%) at the year-end;
- (2) to note the net projected annual capital underspend of £4.581m (8.1%), of which £4.463m (7.9%) relates to project rephrasing and an in-year underspend of £0.117m (less than 1%); and
- (3) note the progress on savings incorporated into budgets for 2017/18.

**WORKING WELL TOGETHER – ATTENDANCE MANAGEMENT:
QUARTER 1 (APRIL – JUNE 2017)**

A report was submitted by the Strategic Lead – People and Technology advising on attendance levels across the Council for Quarter 1 and providing detailed analysis on the attendance performance for the strategic lead areas within the locus of this Committee.

The Committee agreed:-

- (1) to note the contents of the report and the Council's attendance results for Quarter 1, namely an increase of 0.2 FTE days lost (8.4%) compared to the same period last year;
- (2) to note the attendance performance of the strategic lead areas covered by the report for Quarter 1, namely an increase of 0.06 FTE days lost (2.39%), compared to the same period last year; and
- (2) to note the contents of the appendices to the report.

The meeting closed 10.45 a.m.

WEST DUNBARTONSHIRE COUNCIL**Strategic Lead, Regeneration****Infrastructure, Regeneration and Economic Development Committee:****22 November 2017**

Subject: West of Scotland Loan Fund (WSLF) – Amendment to Articles of Association

1. Purpose

- 1.1** The purpose of this report is to update Committee on the current status of the West of Scotland Loan Fund and to seek approval to amend the Articles of Association.

2. Recommendations

- 2.1** It is recommended that Committee;

- (i) note the content of the report and the current status of the West of Scotland Loan Fund (WSLF); and
- (ii) approve the proposal to amend the WSLF Articles of Association to enable member authorities to access surplus funds from the Fund in line with the requirement to ensure that they continue to be earmarked and utilised for the purposes outlined in the objects of the company.

3. Background

- 3.1** The West of Scotland Loan Fund (WSLF) was created in 1996 to provide loans of up to £100K to small medium sized enterprises (SMEs) in the West of Scotland who had a good viable business proposal but could not raise the full funding for their proposal from commercial sources.
- 3.2** West Dunbartonshire Council along with eleven other local authorities in the West of Scotland are members of WSLF. Each local authority has a Director who represents their respective Council's interests on the Board of WSLF.
- 3.3** Following advice from the Scottish Government that a pan-Scotland loan fund would be eligible to secure additional funding through the 2014-2020 European Regional Development Fund programme, the Council considered a proposal which had been brought forward to merge WSLF with the East of Scotland Investment Fund (ESIF) to create a Scotland-wide local authority business loan fund. Business Loans Scotland was created as the vehicle to take this forward.

- 3.4** Following consideration of this proposal, West Dunbartonshire Council became a member of Business Loans Scotland and transferred £105,755 from its residual funds available within the WSLF. This along with additional European Regional Development Fund (ERDF) and bank funding has created a lending pot of £200,000 (including ERDF and bank funding) available to West Dunbartonshire Council to provide loans with values up to £100K to local eligible businesses up to 31 December 2018. The Fund is expected to revolve as loans are repaid and continue beyond this. There may also be further scope for additional ERDF funding post December 2018.
- 3.5** During the transfer process, the Council agreed to transfer match funding to initiate Business Loans Scotland, but decided not to transfer its existing loan book or residual funds within WSLF to Business Loans Scotland at this stage. The Council as at 1 October 2017 had a total of £123,817 in outstanding loans which are currently being repaid by 6 companies, and cash in bank as at 30 September 2017 of £234,195 at the West of Scotland Loan Fund.
- 3.6** As part of the transfer to Business Loans Scotland, arrangements are now being made to TUPE transfer the current 5 members of staff employed by WSLF and its subsidiary company to Business Loans Scotland. Options are being considered by WSLF to agree how the residual loan book of £3.5m of loans (as at 30 September 2017) will be administered moving forward.
- 3.7** Member authorities within WSLF are considering options to enable those authorities who wish to access these funds for alternative purposes, and to consider how the residual loan book will be administered.

4. Main Issues

- 4.1** A number of the larger member authorities within WSLF have considerable resources remaining within the Fund following the transfer of initial match funding to Business Loans Scotland. At the current time, officers predict that the level of funding available through Business Loans Scotland will satisfy demand particularly in light of recent improvements to the availability of debt finance from commercial sources. As a result, it is deemed that the full value of the resources is no longer required for lending purposes. However, the existing WSLF Company constitution, which consists of a Members' Agreement and Articles of Association, prevents members from withdrawing funds which they do not want to be used for lending via WSLF.
- 4.2** In addition to the constitutional restrictions, WSLF received ERDF funding through the 2007-2013 European funding programme. The rules attached to this require the funds received to be reinvested in SMEs and not reutilised for purposes other than loans. WDC received a total of £159,971 of ERDF funding during this period. After bad debt provision and the transfer of initial match funding to Business Loans Scotland, this results in approximately

£49,284 of the residual funds being required to be retained for future loans. This funding could be used either to inject further funds into Business Loans Scotland to secure future ERDF funding or be used for the creation of alternative loan finance products for SMEs. The value of the surplus funds for the Council equates to £110,687.

- 4.3** In order to move forward and enable member authorities to access their funds, three key actions are required:
- The current Articles of Association requires to be amended by unanimous approval of all 12 member authorities; and
 - Confirmation is required from the Scottish Government over the treatment and value of ERDF funding that was received through the 2007-2013 ERDF programme which must be utilised for future loans.
- 4.4** The current Objects of the company which in legal terms lay out the overall objectives of WSLF are relatively broad and wide ranging, and in particular state that the Fund must be used: “to promote commerce by giving financial assistance by way of loans, donations or subscriptions or otherwise to any firm, company, individual, association or other body (whether incorporated or unincorporated) carrying on a commercial enterprise whose business is or is to be carried on in whole or in part” within the WSLF (Section 4.1 of Articles of Association). It is proposed that any future use of the funds would still require being in line with the original Objects of the Company.
- 4.5** However, Section 4.2 of the Articles of Association, states that “the income and property of the Company, howsoever derived, shall be applied solely towards the promotion of the objects of the company as set forth in Article 4.1 and no portion thereof shall be paid or transferred directly or indirectly, by way of dividend, bonus to otherwise howsoever by way of income or profit, to the Members...”
- 4.6** It is therefore being proposed that Article 4.2 be deleted by Special Resolution to enable the Funds to be accessed and applied solely towards the promotion of the objects of the company as set forth in Article 4.1. If this is unanimously agreed by all 12 member authorities, this would enable the funds not required for Business Loans Scotland to be accessed and utilised by the Council for purposes related to the creation, sustainability and growth of local businesses within the area.
- 4.7** In relation to the treatment of previous ERDF funding received, written confirmation is being sought from the Scottish Government to ensure there are no future audit implications over the treatment of the funding. The value of available funds will be dependent on the Scottish Government’s interpretation and confirmation.
- 4.8** Should the changes to the Articles of Association be agreed and confirmation on treatment of previous ERDF from the Scottish Government be agreed, the Council will be able to access additional resources to

support local businesses in line with the original Objects of the Fund. The Council's balance of cash funding within the WSLF as at 30 September 2017 was £234,195 which excludes the outstanding loan book. The availability of funding for alternative uses remains dependent on a number of factors including a minimum amount of £49,284 required under former ERDF rules to be retained for future loan funding.

- 4.9** Should the Council wish to access the surplus funds (£110,687) an options appraisal on how the funds could be utilised to maximise the outcomes and impact of this funding would need to be carried out. This will also include the appraisal of whether the funds should be managed and maintained within WSLF or withdrawn in part or in full and managed by the Council.

5. People Implications

- 5.1** WSLF currently has 4 members of staff plus one further member of staff within its subsidiary company, West of Scotland Loan Fund Management Services Ltd. It has been agreed that all the existing staff will be transferred to Business Loans Scotland.

6. Financial and Procurement Implications

- 6.1** The proposed changes are positive and may enable the Council to access and utilise additional financial resources to support local businesses. This will assist the Council in achieving its business plan objective of improved economic opportunities and outcomes by supporting the growth of the business base.

7. Risk Analysis

- 7.1** A key risk is the treatment and status of previous ERDF funding which is being addressed by seeking confirmation from the Scottish Government to ensure there are no future audit implications.

8. Equalities Impact Assessment (EIA)

- 8.1** An equalities impact assessment is not necessary for this report. An EIA screening will be carried out for any projects that may be developed utilising WSLF funding.

9. Strategic Environmental Assessment (SEA)

- 9.1** The environmental impact should be positive as the resources will be used to support the creation, sustainability and growth of local businesses.

10. Consultation

- 10.1** Consultation will continue with the other local authority members of the WSLF and the Scottish Government to ensure that any surplus funds

removed from the WSLF are legitimately available to be utilised for other economic development purposes.

11. Strategic Assessment

11.1 This report supports the four strategic priorities of the Council's updated Economic Development Strategy (2015-20).

- Stimulating economic investment and growing the business base
- Improving the skills of all our people and supporting them into work
- Creating an inclusive and prosperous place where people choose to live work and invest
- Building stronger partnerships and innovative approaches to delivery

Jim McAloon
Strategic Lead, Regeneration
Date: 23 October 2017

Person to Contact: Michael McGuinness- Manager, Economic Development. Tel: 01389 737415
e-mail: michael.mcguinness@west-dunbarton.gov.uk

Gillian Scholes- Business Support Co-ordinator.
Tel: 01389 737154
e-mail: Gillian.scholes@west-dunbarton.gov.uk

Appendices: None

Background Papers: Members' Agreement and Articles of Association West of Scotland Loan Fund.

Wards Affected: All Wards

WEST DUNBARTONSHIRE COUNCIL**Report by the Strategic Lead, Regeneration**

**Infrastructure, Regeneration and Economic Development Committee:
22 November 2017**

**Subject: Sale of former Braidfield High School, Queen Mary Avenue,
Clydebank**

1. Purpose

- 1.1** The purpose of this report is to advise the Committee on the outcome of the marketing of the former Braidfield High School, Queen Mary Avenue, Clydebank. The report details the offers received and seeks Committee approval to conclude disposal of the site.

2. Recommendations

- 2.1** It is recommended that the Committee:

- (i) Approve the disposal of the former Braidfield High School, Queen Mary Avenue, Clydebank for a consideration of a gross purchase price of £5,025,000 (Five Million and Twenty Five Thousand Pounds) to Miller Homes Limited.
- (ii) Authorise the Strategic Lead, Regeneration to conclude negotiations.
- (iii) Authorise the Strategic Lead, Regulatory to conclude the transaction on such conditions as considered appropriate.

3. Background

- 3.1** The site for disposal is the former Braidfield High School at Queen Mary Avenue, Clydebank the site comprises of vacant undeveloped land and is approximately 7.7 acres or thereby.
- 3.2** The former High School was closed in June 2006 however due to its former use as a Community School, the facilities continued to be used by various Council departments and partners after the closure until March 2009.
- 3.3** In April 2009 the establishment was fully vacated and the demolition of the building took place in September 2009.
- 3.4** The Infrastructure Regeneration and Economic Development Committee held on 14 December 2016 authorised Executive Director of Regeneration, Environment and Growth to market the ground at the former Braidfield High School, Queen Mary Avenue, Clydebank for sale.

4. Main Issues

- 4.1** A marketing campaign was commenced by our nominated agent and a closing date being set of 30 August 2017.
- 4.2** The site was extensively marketed; sales particulars (Appendix 1) were uploaded onto various property websites, including the Council's own website. Regular e-mailing's were undertaken to our nominated agent's comprehensive list of property agents, developers, housing associations and property companies. A "For Sale" sign was also erected at a prominent location on site.
- 4.3** At the closing date, six offers to purchase were received from developers.
- 4.4** The offers ranged from £1,622,000 (One Million Six Hundred and Twenty Two Thousand Pounds) and £5,025,000 (Five Million, Twenty Five Thousand Pounds). Following an analysis of all bids it is considered that the Miller Homes offer, being circa £1.315m higher than the next offer, represents best value to the Council.
- 4.5** Miller Homes, a medium sized house builder, has submitted the highest of all the offers received. They are a well established and successful house builder who have undertaken a number of schemes within West Dunbartonshire and are therefore well aware of the Council's planning and other statutory requirements.
- 4.6** Miller Homes propose a scheme of 91 units being a mix of 2 and 3 bed terraced units and 4 and 5 bed detached units covering a gross external area of 7.73 acres as detailed in the attached layout plan (Appendix 2).
- 4.7** Miller Homes have still to adjust their price to reflect various abnormal costs associated with the development. Based on information supplied to the Council adjustments to the gross price have been reflected in the assessment process and will be the subject of further negotiation with Council officers. This process was followed with the top four offers received. It is anticipated that the abnormal costs could vary between £660,000 (Six Hundred and Sixty Thousand Pounds) and £1,496,000 (One Million Four Hundred and Ninety Six Thousand Pounds).
- 4.8** During the assessment of bids a consultation with Planning was undertaken on the four schemes under consideration. This has indicated a variety of areas requiring improvement to all schemes. Items highlighted included an insufficient play area relative to the size of development, lack of retention of landscaped features and weak frontage proposals. A wider consultation will take place during the Planning Application process with the successful developer.

- 4.9** The housing mix proposed is of various house types providing 91 terraces and detached private units offering a variety of styles from 800-1500 sqft. The developer proposes to use a range of focal, dual aspect and active elevations to create a development that will have areas of interest, internal zones and clusters using a range of materials to provide character to the development
- 4.10** Miller Homes will pay a non returnable deposit of £200,000 (Two Hundred Thousand Pounds) upon conclusion of missives. This substantial deposit clearly demonstrates their commitment to the site.
- 4.11** Miller Homes have offered to make an overage payment to the Council in the event that they obtain planning consent for a scheme in excess of that currently proposed and are prepared to agree a clawback provision in the unlikely event that they sell the site to another developer for any increase in value above that paid to West Dunbartonshire Council.
- 4.12** The other developers offers reflected residential schemes ranging from 84 units to 104 units.

5. People Implications

- 5.1** There are no significant people implications other than the resources required by the Asset Management and Legal Services to conclude the proposed disposal.

6. Financial and Procurement Implications

- 6.1** The financial implications of the proposed disposal to the highest offer are that a capital receipt of £5,025,000 will be generated for the Council. This is at least £1,315,000 higher than the next highest offer and therefore considered to represent best value to the Council.
- 6.2** Construction of 91 units as indicated by Miller Homes would generate a minimum income in the region of £164,777 per annum for both Council Tax and sewage charges based on Band E rating.
- 6.2** There are no procurement implications at this stage.

7. Risk Analysis

- 7.1** The main risk associated with the disposal of the site is that the transaction may not conclude for a variety of reasons including planning, ground conditions and abnormals. In that case that the transaction fails to complete, the Council will require to remarket the site for sale.

8. Equalities Impact Assessment (EIA)

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

9. Consultation

- 9.1 Consultations have been undertaken with Regulatory, Finance together with other relevant groups in relation to the proposed disposal.
- 9.2 Initial discussions with Planning has indicated an insufficient play area relative to the size of development, lack of retention of landscaped features and weak frontage proposals however wider consultation will take place during the Planning Application process.

10. Strategic Assessment

- 10.1 By agreeing to this proposal the Council will assist in:-
- improving the local economic growth and employability of the area;
 - improving local housing and environmental sustainable infrastructure;

Jim McAloon

Strategic Lead, Regeneration

Date: 13 October 2017

Person to Contact:	Michelle Lynn, Client Business Partner, Council Offices, Garshake Road, Dumbarton, G82 3P, T: 01389 776992, Email: michelle.lynn@west-dunbarton.gov.uk
Appendices:	Appendix 1 – Schedule of Particulars Appendix 2 – Miller Homes Site Layout Plan
Background Papers:	Report by Strategic Lead Regeneration to Infrastructure Regeneration and Economic Development Committee on 14 December 2016.
Wards Affected:	Ward 5

1

CARROCHAN ROAD BALLOCH G83 8EG

- ✓ 2.053 ACRES (0.831 HA)
- ✓ CLOSE TO TOWN CENTRE
- ✓ CLOSING DATE: 12 NOON, 14TH JUNE 2017

SUMMARY

Situated on the South side of Loch Lomond close to nearby Leisure /Tourism /Commercial and Retail facilities this site offers scope for Residential and compatible uses

PLANNING

The site is zoned for Mixed Use Purposes with no affordable housing requirement. However there is a requirement to provide 9 additional visitor parking spaces next to the adjoining Loch Lomond National Park Authority Offices.

NEARBY

Balloch Railway Station and various bus services are close by. Three Primary Schools within 700 yards. Vale of Leven Academy is the nearest High School.

LOCATION

The site is located to the north east side of the A811 Lomond Road, close to its junction with Carrochan Road.



2

BRAEHEAD, BONHILL ALEXANDRIA G83 9NG

- ✓ FORMER HIGH DYKES PRIMARY SCHOOL
- ✓ 4.41 ACRES (1.78HA)
- ✓ DEVELOPMENT OPPORTUNITY
- ✓ ESTABLISHED RESIDENTIAL AREA

LOCATION

Located in an established residential area of Bonhill.

PLANNING

The site is zoned for Residential Purposes with no affordable housing requirement.

NEARBY

Three primary schools located nearby. Vale of Leven Academy approx 1 mile. Alexandria Railway Station and various bus services within the vicinity.



3

QUEEN MARY AVENUE CLYDEBANK G81 2LS

- ✓ FORMER BRAIDFIELD HIGH SCHOOL
- ✓ 7.7 ACRES (03.116 HA)
- ✓ WEST SIDE OF GLASGOW
- ✓ FAMILY HOUSING OPPORTUNITY

SUMMARY

Located just off Great Western Boulevard this site offers the ideal opportunity to provide much sought family housing to the west side of Glasgow.

PLANNING

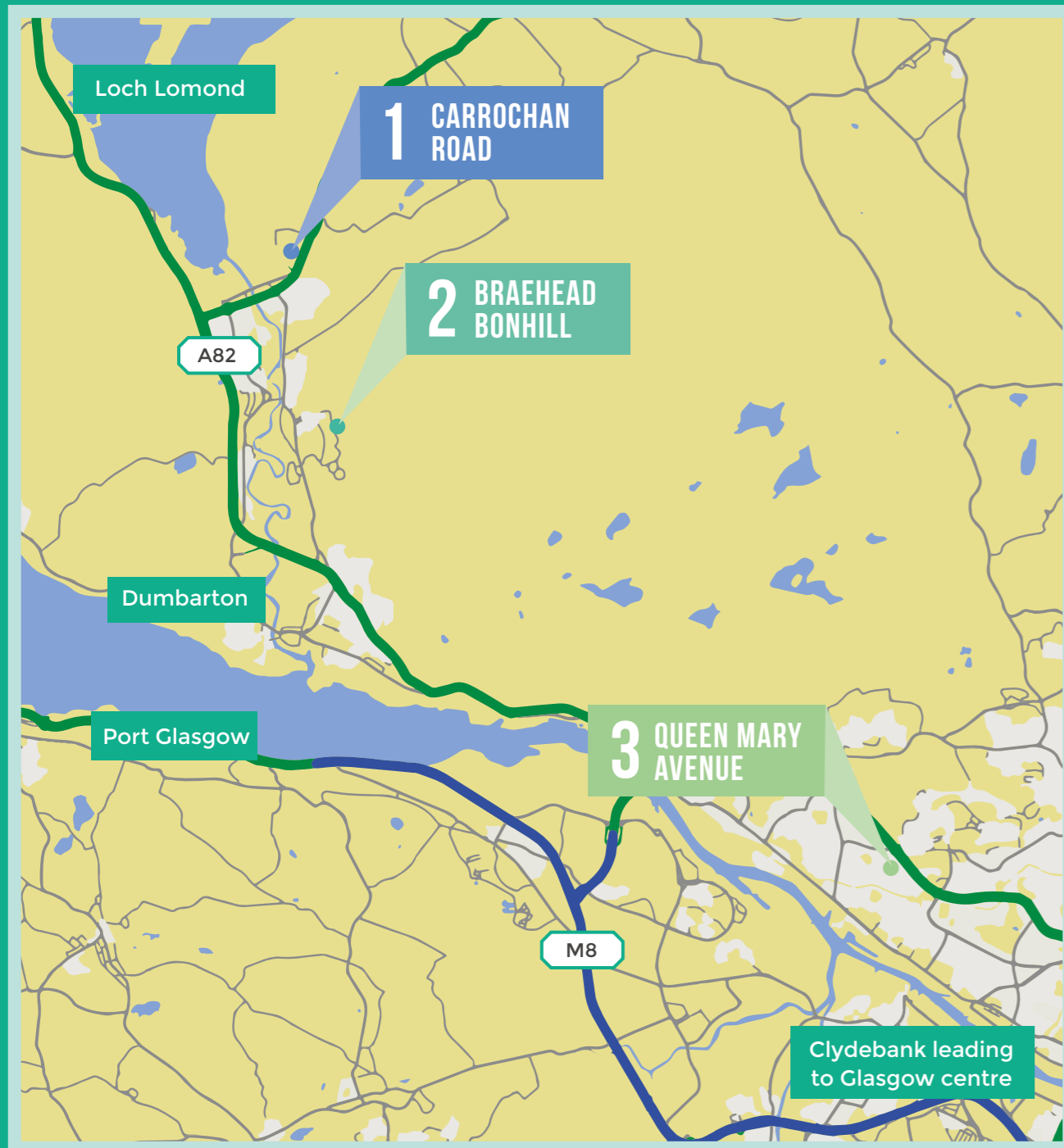
The site is zoned for Residential Purposes with no affordable housing requirement.

NEARBY

Great Western Retail Park and Clydebank Shopping Centre within 5 minutes drive time. Drumry Railway Station and various bus services close by. Three Primary Schools and Two High Schools within one mile.



WEST DUNBARTONSHIRE DEVELOPMENT OPPORTUNITIES



For more information visit:

DUNBARTONSHIREOPPORTUNITIES.COM



CONTACT US

Visit dunbartonshireopportunities.com for further information or please contact:

Stephen Robertson

T: 0141 305 6311

E: stephen.robertson@gva.co.uk

Gordon Stewart

T: 0141 305 6354

E: gordon.stewart@gva.co.uk



TECHNICAL INFORMATION

A Planning Brief and further Technical Information is available from the Sole Selling Agent upon request.

TERMS

Offers are invited for our client`s Heritable interest in the outlined area. Each party will be responsible for their own legal Expenses.

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DUNBARTONSHIRE OPPORTUNITIES.COM

1 2.053 ACRES

(0.831 HA) OR THEREBY, CARROCHAN ROAD,
BALLOCH G83 8EG

2 4.41 ACRES

(1.78 HA) OR THEREBY, BRAEHEAD,
BONHILL ALEXANDRIA G83 9NG

3 7.7 ACRES

(3.116 HA) OR THEREBY, QUEEN MARY
AVENUE, CLYDEBANK G81 2LS

3 RESIDENTIAL SITES





existing trees to be retained where possible

house type proposals

The housing mix of various different house types both private and affordable provides 91 terraced and detached private units offer a variety and range of different styles from circa 800-1500sqft, thus offering a variety of choice to the public.

All housing will be designed with a traditional theme. The use of both traditional and modern materials in this manner respond and compliment the existing surroundings.

The use of focal, dual aspect and active elevational house types will be used highly across the development areas together with internal zones and clusters created within designated character areas through choice of external materials,

House Type		Area (ft ²)	No	Total Area (ft ²)
Glen	3 bedroom-Parking Space	800	14	11200
Munro	3 bedroom-Parking Space	900	16	14400
Scott	4 bedroom -Single Integral Garage	1035	11	11385
Dunbar	4 bedroom -Single Detached Garage	1200	5	6000
Shaw	4 bedroom -Single Integral Garage	1258	5	6290
Glenmuir	4 bedroom -Single Integral Garage	1322	11	14542
Douglas	5 bedroom -Single Detached Garage	1345	7	9415
Dale	4 bedroom -Single Integral Garage	1417	14	19838
Buttermere	4 bedroom -Double Integral Garage	1505	8	12040
TOTAL			91	105110



WEST DUNBARTONSHIRE COUNCIL

Report by the Strategic Lead, Regeneration

**Infrastructure, Regeneration and Economic Development Committee:
22 November 2017**

Subject: Sale of former Highdykes Primary School, Bonhill

1. Purpose

- 1.1** The purpose of this report is to advise the Committee on the outcome of the marketing of the former Highdykes Primary School, Bonhill. The report details the offer received and seeks Committee approval to conclude disposal of the site.

2. Recommendations

- 2.1** It is recommended that the Committee:

- (i) Approve the disposal of the former Highdykes Primary School for a gross consideration of £300,000 (Three Hundred Thousand Pounds) to AS Homes (Scotland) Ltd.
- (ii) Authorise the Strategic Lead, Regeneration to conclude negotiations.
- (iii) Authorise the Strategic Lead, Regulatory to conclude the transaction on such conditions as considered appropriate.

3. Background

- 3.1** The site for disposal is the former Highdykes Primary School, Bonhill, the site comprises of vacant undeveloped land and is approximately 4.41 acres or thereby.
- 3.2** The former Primary School was closed in June 2015 following a school rationalisation programme which merged Highdykes and Ladyton Primary Schools and relocated them into the former St Ronan's Primary School building.
- 3.3** The property was thereafter demolished in January 2016.
- 3.4** The Infrastructure Regeneration and Economic Development Committee held on 14 December 2016 authorised Executive Director of Regeneration, Environment and Growth to market the ground at the former Highdykes Primary School, Bonhill for sale.

4. Main Issues

- 4.1** A marketing campaign was commenced by our nominated agent and a closing date being set of 30 August 2017.
- 4.2** The site was extensively marketed; sales particulars (Appendix 1) were uploaded onto various property websites, including the Council's own website. Regular e-mailing's were undertaken to our nominated agent's comprehensive list of property agents, developers, housing associations and property companies. A "For Sale" sign was also erected at a prominent location on site.
- 4.3** At the closing date, one offer to purchase was received from developers to develop the site in conjunction with a Housing Association partner for social housing.
- 4.4** AS Homes (Scotland) Ltd have been involved in property development and house building for over 30 years and most recent social housing projects within West Dunbartonshire Council area include working with Clydebank Housing Association to build 44 units.
- 4.5** The Council's Draft Strategic Housing Investment Plan (SHIP) sets out the funding properties for affordable housing for the next five years. It indicates how the priorities in the Local Housing Strategy will be delivered.
- 4.6** Following a call for sites to identify potential development opportunities for social housing sites the former Highdykes Primary School as detailed in the attached site layout plan (Appendix 2) was put forward by Caledonia Housing Association as a possible site and will be included in the new SHIP 2017/18 – 2022/2023 which will go to Housing and Communities Committee on 1st November 2017.
- 4.7** The Highdykes project is termed as a medium priority in the SHIP programme with a possible site start of 2019/2020 and a requested grant of £1.961M in 2020/21. The funding shown for projects in the SHIP is an indication only of the spending plans and does not guarantee that these sums will be made available. Each proposal will require to go through a further detailed assessment before funding is committed.
- 4.8** Projects which receive funding through the SHIP require to contribute towards Local Housing Strategy outcomes and help address housing need. In terms of the types of housing which is required, the SHIP recognises that physical access to too many of the existing stock is an issue and we encourage the provision of more accessible housing and ones suitable for wheelchair users. Shortages of 1-bedroom and larger, family sized homes are also identified.

5. People Implications

- 5.1** There are no significant people implications other than the resources required by the Asset Management and Legal Services to conclude the proposed disposal.

6. Financial and Procurement Implications

- 6.1** The financial implications of the proposed disposal to the highest offer are that a capital receipt of £300,000 will be generated for the Council
- 6.2** There are no procurement implications at this stage.

7. Risk Analysis

- 7.1** The main risk associated with the disposal of the site is that the transaction may not conclude for a variety of reasons including planning, ground conditions and abnormals. In the case that the transaction fails to complete, the Council will require to remarket the site for sale.

8. Equalities Impact Assessment (EIA)

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

9. Consultation

- 9.1** Consultations have been undertaken with Regulatory, Finance together with other relevant groups in relation to the proposed disposal. However wider consultation will take place during the Planning Application process.

10. Strategic Assessment

- 10.1** By agreeing to this proposal the Council will assist in:-
- improving the local economic growth and employability of the area;
 - improving local housing and environmental sustainable infrastructure;
 - improving the wellbeing of communities and protect the welfare of vulnerable people.

Jim McAloon

Strategic Lead, Regeneration

Date: 13 October 2017

Person to Contact: Michelle Lynn, Client Business Partner, Council Offices, Garshake Road, Dumbaron, T: 01389 776992, Email: michelle.lynn@west-dunbarton.gov.uk

Appendices: Appendix 1 – Schedule of Particulars
Appendix 2 – Site Layout Plan

Background Papers: Report by Strategic Lead Regeneration to Infrastructure
Regeneration and Economic Development Committee on
14 December 2016.

Wards Affected: Ward 2

1

CARROCHAN ROAD BALLOCH G83 8EG

- ✓ 2.053 ACRES (0.831 HA)
- ✓ CLOSE TO TOWN CENTRE
- ✓ CLOSING DATE: 12 NOON, 14TH JUNE 2017

SUMMARY

Situated on the South side of Loch Lomond close to nearby Leisure /Tourism /Commercial and Retail facilities this site offers scope for Residential and compatible uses

PLANNING

The site is zoned for Mixed Use Purposes with no affordable housing requirement. However there is a requirement to provide 9 additional visitor parking spaces next to the adjoining Loch Lomond National Park Authority Offices.

NEARBY

Balloch Railway Station and various bus services are close by. Three Primary Schools within 700 yards. Vale of Leven Academy is the nearest High School.

LOCATION

The site is located to the north east side of the A811 Lomond Road, close to its junction with Carrochan Road.



2

BRAEHEAD, BONHILL ALEXANDRIA G83 9NG

- ✓ FORMER HIGH DYKES PRIMARY SCHOOL
- ✓ 4.41 ACRES (1.78HA)
- ✓ DEVELOPMENT OPPORTUNITY
- ✓ ESTABLISHED RESIDENTIAL AREA

LOCATION

Located in an established residential area of Bonhill.

PLANNING

The site is zoned for Residential Purposes with no affordable housing requirement.

NEARBY

Three primary schools located nearby. Vale of Leven Academy approx 1 mile. Alexandria Railway Station and various bus services within the vicinity.



3

QUEEN MARY AVENUE CLYDEBANK G81 2LS

- ✓ FORMER BRAIDFIELD HIGH SCHOOL
- ✓ 7.7 ACRES (03.116 HA)
- ✓ WEST SIDE OF GLASGOW
- ✓ FAMILY HOUSING OPPORTUNITY

SUMMARY

Located just off Great Western Boulevard this site offers the ideal opportunity to provide much sought family housing to the west side of Glasgow.

PLANNING

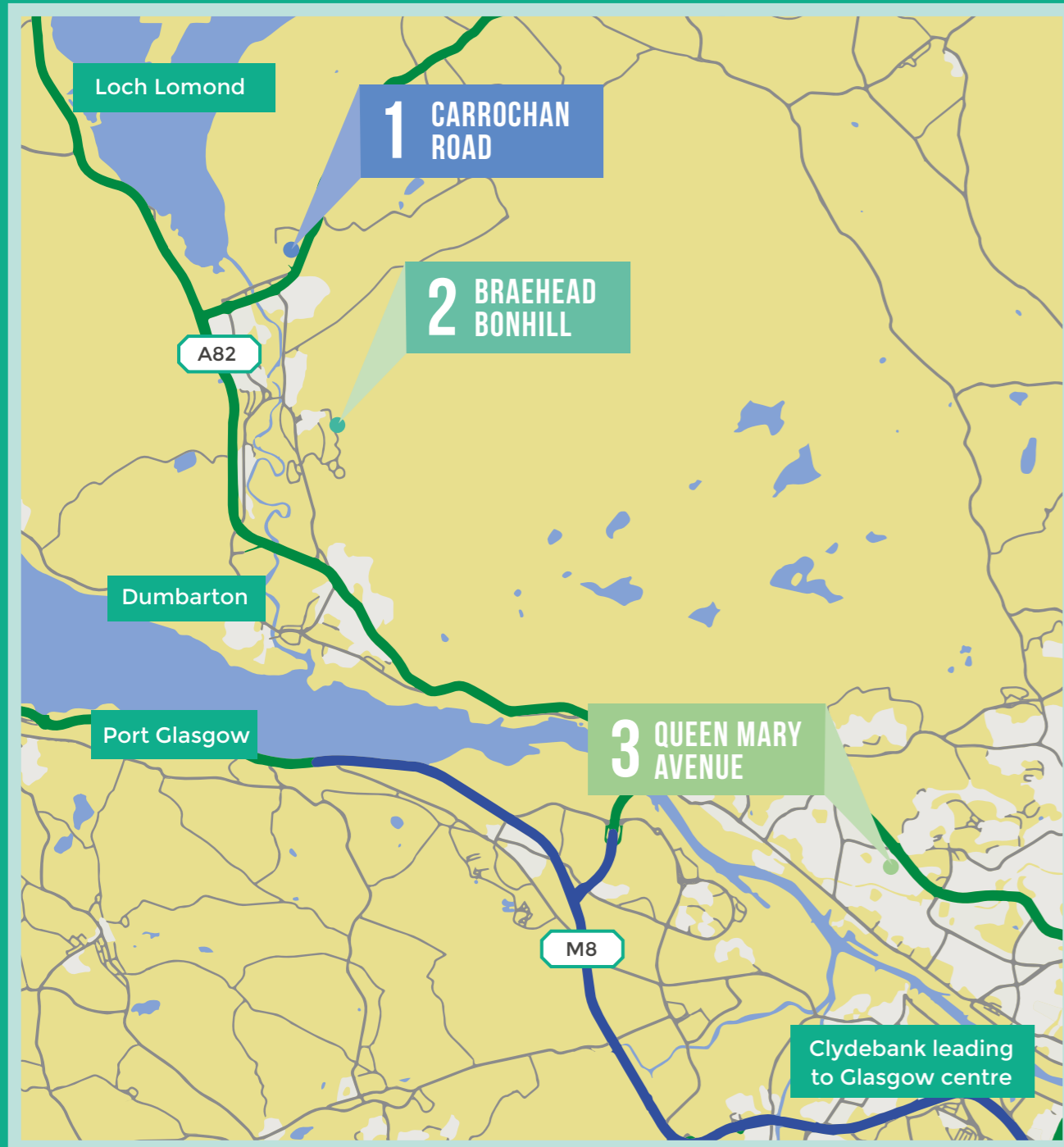
The site is zoned for Residential Purposes with no affordable housing requirement.

NEARBY

Great Western Retail Park and Clydebank Shopping Centre within 5 minutes drive time. Drumry Railway Station and various bus services close by. Three Primary Schools and Two High Schools within one mile.



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TECHNICAL INFORMATION

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TERMS

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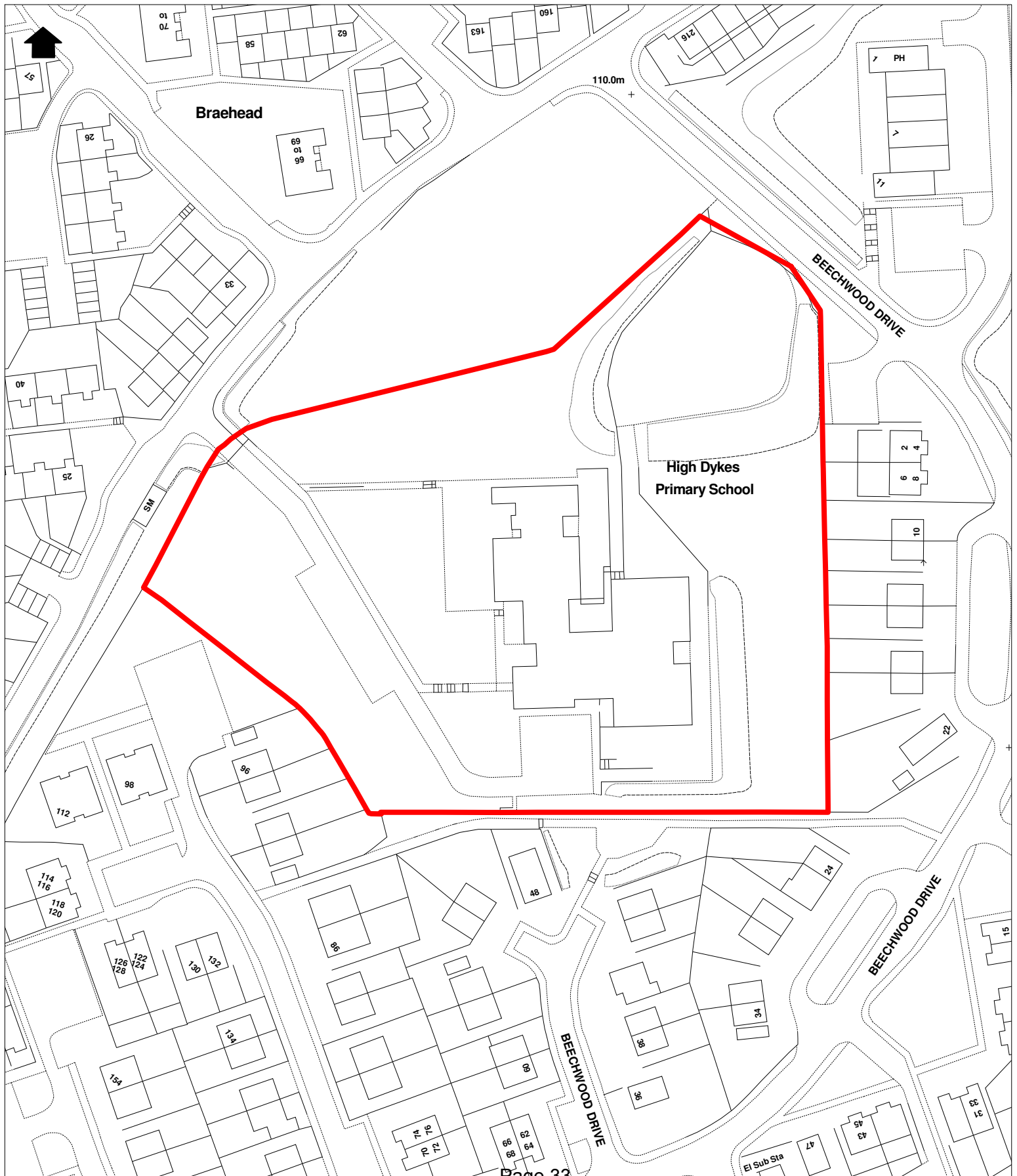
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3 7.7 ACRES

(3.116 HA) OR THEREBY, QUEEN MARY
AVENUE, CLYDEBANK G81 2LS

3 RESIDENTIAL SITES





WEST DUNBARTONSHIRE COUNCIL

Report by the Strategic Lead, Regeneration

**Infrastructure, Regeneration and Economic Development Committee:
22 November 2017**

Subject: Sale of former care home known as Dalreoch House, Dumbarton

1. Purpose

- 1.1** The purpose of this report is to advise the Committee on the outcome of the marketing of the former care home known as Dalreoch House, Dumbarton. The report details the offers received and seeks Committee approval to conclude disposal of the site.

2. Recommendations

- 2.1** It is recommended that the Committee:

- (i) Approve the disposal of the former care home known as Dalreoch House, Dumbarton for a consideration of £445,000 (Four Hundred and Forty Five Thousand) to HB Villages Developments Limited.
- (ii) Authorise the Strategic Lead, Regeneration to conclude negotiations.
- (iii) Authorise the Strategic Lead, Regulatory to conclude the transaction on such conditions as considered appropriate.

3. Background

- 3.1** The site for disposal is the former care home known as Dalreoch House.
- 3.2** Following care home rationalisation project the site was declared surplus as part of the Business Case for the new Dumbarton Care Home in February 2013
- 3.3** The property was vacated in June 2017 on completion of the new Dumbarton Care Home, Crosslet House, Dumbarton.
- 3.4** The Infrastructure Regeneration and Economic Development Committee held on 14 December 2016 authorised Executive Director of Regeneration, Environment and Growth to market the ground at the former Dalreoch House, Dumbarton for sale.

4. Main Issues

- 4.1** A marketing campaign was commenced by our nominated agent and a closing date being set of 14 September 2017.
- 4.2** The site was extensively marketed; sales particulars (Appendix 1) were uploaded onto various property websites, including the Council's own website. Regular e-mailing's were undertaken to our nominated agent's comprehensive list of property agents, developers, housing associations and property companies.
- 4.3** At the closing date, two offers to purchase were received from developers.
- 4.4** The two offers received were £617,000 (Six Hundred and Seventeen Thousand Pounds) for a residential scheme and £445,000 (Four Hundred and Forty Five Thousand Pounds) for a specialised supported housing scheme. The offer for £445,000 in respect of the specialised supported housing scheme is the preferred bid.
- 4.5** The two proposals differ. One offers a traditional residential scheme of eighteen two storey terraced houses and the other a scheme of three blocks, two storey and one three storey in height comprising eighteen specialised supporting housing apartments and seven bungalows for adults with learning difficulties and physical difficulties.
- 4.6** In relation to the traditional residential development Planning have expressed reservations on parking dominating the development which then results in a lack of open space/landscaping. This scheme would also require a financial contribution for open space/play provision which would reduce the gross price offered.
- 4.7** An evaluation was undertaken by officers from Asset Management, Finance and Planning and Building Standards which resulted in the offer by HB Villages Development Limited recommended as the preferred developer. This took into consideration West Dunbartonshire Council's corporate priorities and benefits and the adjustment in price due to the planning requirements.
- 4.8** HB Villages Development Limited would not be required to provide a financial contribution through the planning process for open space/play provision due to the nature of the development whereas the other proposal submitted is likely to be required to provide a contribution. Through the planning process, Planning would work with HB Villages Development Limited to enhance the open space/landscaping beyond that currently proposed.
- 4.9** HB Villages are a subsidiary of Morgan Sindall Group who are one of the UK's largest development and construction companies with an annual turnover in excess of £2.5 billion.
- 4.10** HB Villages have been developing supported living and elderly living assets since 2013 with the backing of various major UK pension funds.

- 4.11** Morgan Sindall Investments Limited have been in discussions with West Dunbartonshire Council and West Dunbartonshire Health and Social Care Partnership in relation to the provision of new specialised supported housing in the Council area for adults within learning difficulties and physical disabilities and see this site as ideal opportunity to deliver this model of care.
- 4.12** The specialised supported housing scheme which is being offered will help improve the lives of vulnerable people by allowing them to live independently with dignity. The independent living model, coupled with assistive technologies built into the various apartments, reduce care costs to Commissioners.
- 4.13** West Dunbartonshire Health and Social Care Partnership act as Commissioner, a group made up of doctors, nurses and other professionals, buying services for patients and helping deliver and funding supported living. Whilst this has not as yet been quantified for West Dunbartonshire Health and Social Care Partnership other Commissioners have made cost savings in the region of 40% for residents, compared to their previous models of care delivery.
- 4.14** The developed scheme proposed for Dalreoch House responds to identified local demand and is aligned with the West Dunbartonshire Health and Social Care Partnership care strategy.
- 4.15** HB Villages Development Limited has a proven track record of delivering specialised supported housing that can provide assurance as to the viability and deliverability of this development. Since 2012 they have completed 34 schemes comprising 533 apartments and have a further 335 apartments in build and 267 in the immediate pipeline.
- 4.16** The proposed scheme by, HB Villages Development Limited instrumentally delivers one of the Council's key strategic aims by improving the wellbeing of communities, and protect the welfare of vulnerable people.

5. People Implications

- 5.1** There are no significant people implications other than the resources required by the Asset Management and Legal Services to conclude the proposed disposal.

6. Financial and Procurement Implications

- 6.1** The financial implications of the proposed disposal are that a capital receipt of £445,000 will be generated for the Council.
- 6.2** An as yet unidentified saving to West Dunbartonshire Health and Social Care Partnership.
- 6.3** There are no procurement implications at this stage.

7. Risk Analysis

- 7.1** The main risk associated with the disposal of the site is that the transaction may not conclude for a variety of reasons including planning, ground conditions and abnormals. In the case that the transaction fails to complete, the Council will require to remarket the site for sale.

8. Equalities Impact Assessment (EIA)

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

9. Consultation

- 9.1** Consultations have been undertaken with Regulatory, Finance together with other relevant groups in relation to the proposed disposal. However wider consultation will take place during the Planning Application process.

10. Strategic Assessment

- 10.1** By agreeing to this proposal the Council will assist in:-
- improving the local economic growth and employability of the area;
 - improving local housing and environmental sustainable infrastructure;
 - improving the wellbeing of communities and protect the welfare of vulnerable people.

Jim McAloon

Strategic Lead, Regeneration

Date:

Person to Contact: Michelle Lynn, Client Business Partner, Council Offices, Garshake Road, Dumbarton, T: 01389 776992, Email: michelle.lynn@west-dunbarton.gov.uk

Appendices: Appendix 1 – Schedule of Particulars
Appendix 2 – Site Layout Plan

Background Papers: Report by Strategic Lead Regeneration to Infrastructure Regeneration and Economic Development Committee on 14 December 2016.

Wards Affected: Ward 3



FOR SALE

Due to Relocation

**Former Nursing Home
and Day Care Centre**

**Dalreoch House
1 School Lane
Dumbarton
G82 4BP**

Building Area: 1,382 sq m (14,875 sq ft)
Site Area: 1.6 acres (0.65 Hectares)



0141 300 8000
gva.co.uk/12131

Preamble

Dalreoch House is a recently vacated modern former Local Authority Nursing Home and Day Care Centre lying close to Dumbarton Town Centre.

Dalreoch Train Station is nearby and various bus services are available in West Bridgend and A814, Glasgow Road.

Accommodation

Accommodation comprises 37 Bedrooms, with Communal Lounges, Kitchens, Bathrooms, Toilets, Dining Area, Offices and Stores. Limited car parking is available to the front of the premises with a dedicated car park/service yard to the south.

Planning

The premises are located in an area of established use. We anticipate residential and compatible uses will be acceptable to the Planning Authority. Interested Parties should satisfy themselves in this regard

Technical Information Pack

Floor Plans, Room Sizes Report, EPC and Asbestos Report are available from the Sole Selling Agent.

This information is not warranted. Interested parties should carry out their own due diligence



For further information please contact:

Gordon Stewart

0141 305 6354

gordon.stewart@gva.co.uk

Stephen Robertson

0141 305 6311

stephen.robertson@gva.co.uk



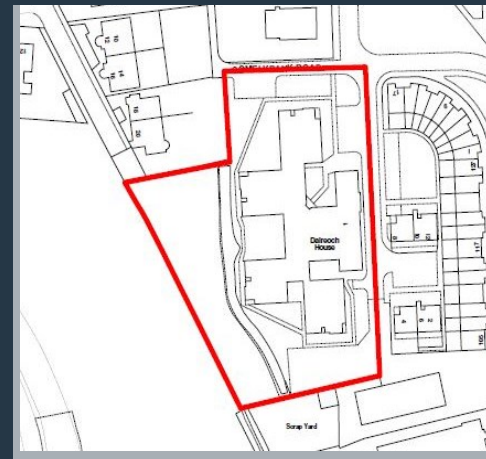
Property ref: www.gva.co.uk/12131

Rating

Rateable Value : £56,000.

Terms

Offers, exclusive of VAT, are sought for the Sellers Feehold interest in the premises.



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July 2017

File number: 068701879

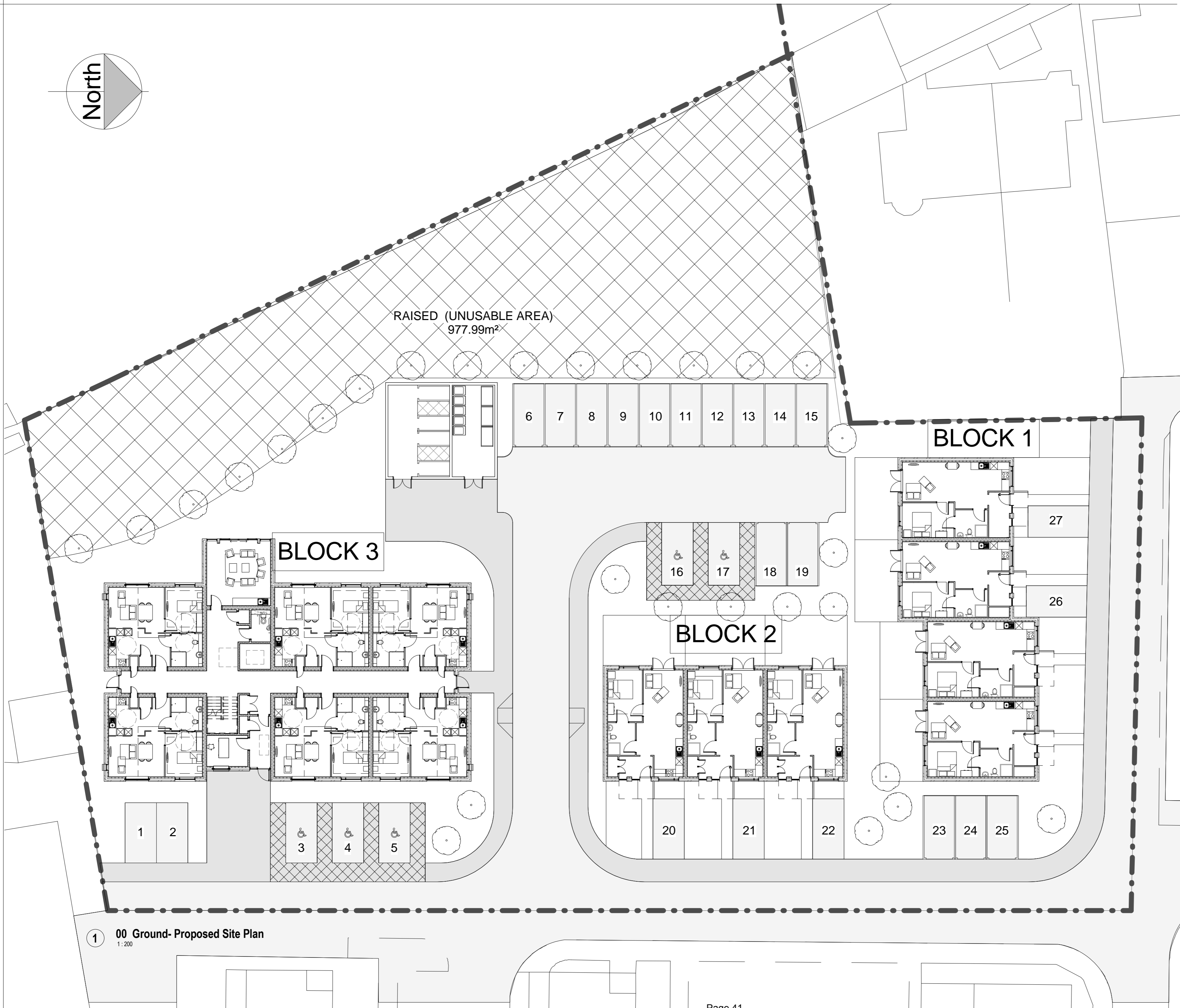
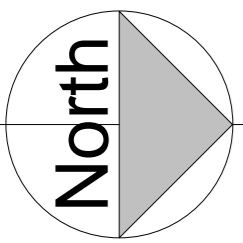
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Revision	Description	Date	Drawn	Checked

Schedule of Accommodation

Gross Site Area: 4269.9m²
 Gross Internal Area of All Buildings: 1642.16m²

Car parking: 22 spaces
 Accessible: 5 spaces
 Scooter Parking: 4 spaces

BLOCKS 1 & 2
 Number of 1 Bedroom Bungalows: 7
 Gross Internal Area per Bungalow: 51.00m²
 Gross Internal Area of Block 1: 209.30m²
 Gross Internal Area of Block 2: 159.00m²
 Gross Internal Area of Bungalows: 368.30m²

BLOCK 3
 Number of 1 Bedroom Apartments: 18
 Gross Internal Area per Apartment: 47.05m²
 Gross Internal Area of Block: 1264.11m²

Communal Lounge
 Gross Internal Area: 25.06m²

Scooter/ Bin store
 Gross Internal Area: 60.75m²



29 EAGLE STREET
 CRAIGHALL BUSINESS PARK,
 GLASGOW, G4 9XA

† 0141 353 2040
 † 0141 352 9702

✉ arch@mcleanarchitects.co.uk www.mcleanarchitects.co.uk

Project:
 Morgan Sindall Investments
 Specialist Supported Living Development at
 School Wynd, Dalreoch, Dumbarton

Title:
 Site Layout - As Proposed
 Option 5 (Bungalows)

Job No.	Drawing No.	Rev.
2093	SK(9)X11	
Scale: 1:200	Sheet Size: A2	Date: 08/09/17
Work Stage: B	Purpose: Feasibility	Drawn: HG
		Checked: JC

1 00 Ground- Proposed Site Plan
 1:200

WEST DUNBARTONSHIRE COUNCIL

Strategic Lead, Regeneration

Infrastructure, Regeneration and Economic Development Committee:

22 November 2017

Subject: Regeneration Fund- Queens Quay District Heating Network, Energy Centre land purchase.

1. Purpose

1.1 The purpose of this report is to seek approval to use the Council's Regeneration Fund to acquire land for the Queens Quay District Heating Network Energy Centre.

2. Recommendations

2.1 It is recommended that Committee:

- (i) approves funding of £0.900m plus transaction fees from the Regeneration Fund to purchase land on the Queens Quay site to deliver the District Heating Network Energy Centre;
- (ii) notes that the Council, subject to (i) above, will on behalf of the Energy Supply Company (ESCO) will acquire the land, design, and build the Energy Centre;
- (iii) authorise the Strategic Lead, Regeneration to conclude negotiations; and,
- (iv) authorise the Strategic Lead, Regulatory to conclude the transaction on such conditions as considered appropriate.

3. Background

3.1 A report to the IRED Committee of 21 June 2017 provided an update to Members on progress with projects that had received a notional funding allocation from the Regeneration Fund.

3.2 The Scottish Government Low Carbon Infrastructure Transformation Programme (LCITP) project was approved by Council on 23 November 2016 with the Council providing up to £6m towards the £12.1m District Heating Network (DHN) project being delivered at Queens Quay, Clydebank. The £6.1m LCITP funding includes £0.100m towards advisory expertise but the funding does not allow the fund to be used to acquire land.

- 3.3** At Council on 23 November 2016 when the LCITP project was approved. It was proposed that an Energy Supply Company (ESCO), (fully owned by the Council) would tender and procure a Design, Build, Operate and Maintain Contractor (DBOM) which will have the functional responsibility for the detailed design and construction of the energy centre and distribution network. At this stage the ESCO has not been established and it is planned that the ESCO will be formed as a company in June 2018. In order to progress the project the Council will now be responsible for the design and build of the Energy Centre.
- 3.4** The LCITP project requires the establishment of an Energy Centre. A site has been identified (see red lined site Appendix 1) at Queens Quay and progress is being made in presenting the Energy Centre Scheme to Planning and Building Standards seeking planning approval by December 2017.
- 3.5** On 28 October 2015 Council agreed to the creation of the capital Regeneration Fund with £12.4m being identified. The Fund's key operating principles and allocations to specific projects were then agreed by IRED Committee on 16 March 2016 with further updates on 14 September 2016 and 16 August 2017. With a Regeneration Fund allocation of £7m and a requirement for a further £0.900m being sought for the Energy Centre land, this would leave £4.5m unallocated from the original £12.4m budget.
- 3.6** Regeneration Fund allocations for Dumbarton Waterfront Pathway and the Balloch infrastructure projects were approved at IRED on 16 August 2017 and are progressing as planned. Delivery of the Balloch Village square is proposed to commence in early 2018 and the agreements with landowners along the Dumbarton Pathway are progressing with the delivery end date of December 2019 still on schedule. An IRED Paper related to progressing the Connecting Clydebank (A814) project will be presented to committee on 22 November 2017 and the Bowling Basin project in partnership with Scottish Canals will be progressed in early 2018.

4. Main Issues

- 4.1** Approval is being sought to spend £0.900m plus transaction fees from the regeneration fund to acquire land for the DHN Energy Centre including access to the Basin for water extraction at Queens Quay.
- 4.2** The in principle agreed purchase price is £0.900m from which WDC will derive a 50% share through the operation of the development agreement with the landowners. The Council will therefore receive a 50% contribution from any such land sales, after deduction of transaction fees.
- 4.3** It is proposed that the regeneration fund will enter into an agreement with the Council's ESCO once established in June 2018 to secure the full repayment of this capital sum in revenue charges over a period of 20 years as originally forecast in the DHN business model. In addition to the

repayment of the full amount by DHN the Council will also receive 50% of the capital sum paid to CRL under terms of the development agreement.

- 4.4 The LCITP project is at a critical stage in its development and securing the site for the Energy Centre is an important next step. Ensuring the Council and the Scottish Government investment in the District Heating Network is achieved within the timeframe and we are able to produce heat by late 2018. This requires the delivery of an Energy Centre and securing the land is a necessary early stage in the project.

5. People Implications

- 5.1 There are no people implications as a result of this report as the project will be taken forward and managed from existing staff resources.

6. Financial and Procurement Implications

- 6.1 The Council will receive a 50% share of the £0.900m expenditure as part of the Queens Quay development agreement with the landowners, minus transaction fees.
- 6.2 The Council will recover the £0.900m expenditure plus any interest incurred during the first 20 years of the DHN through the operating income generated by the ESCO. The ESCO will be 100% owned by the Council.

7. Risk Analysis

- 7.1 A risk register has been developed and is managed by the management board of the District Heating (LCITP) project. The Energy Centre forms an important part of the risk register, in particular the risk of not meeting the delivery timeframe which is ambitious and being pursued by officers.
- 7.2 There is a risk that the return on investment for the district heating network (DHN) over the first 20 years does not return the Regeneration Fund £0.900m invested. Every effort will be made to ensure through robust modelling and effective delivery of the DHN that a positive financial return is made.

8. Equalities Impact Assessment (EIA)

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

9. Strategic Environmental Assessment (SEA)

- 9.1 Any Strategic Environmental Assessment requirements for the Energy Centre will have been carried out as part of the wider Queens Quay development.

10. Consultation

10.1 The DHN Energy Centre will progress through the planning process and the relevant consultation will form part of this process.

11. Strategic Assessment

11.1 Outcomes from these projects 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: 23 October 2017

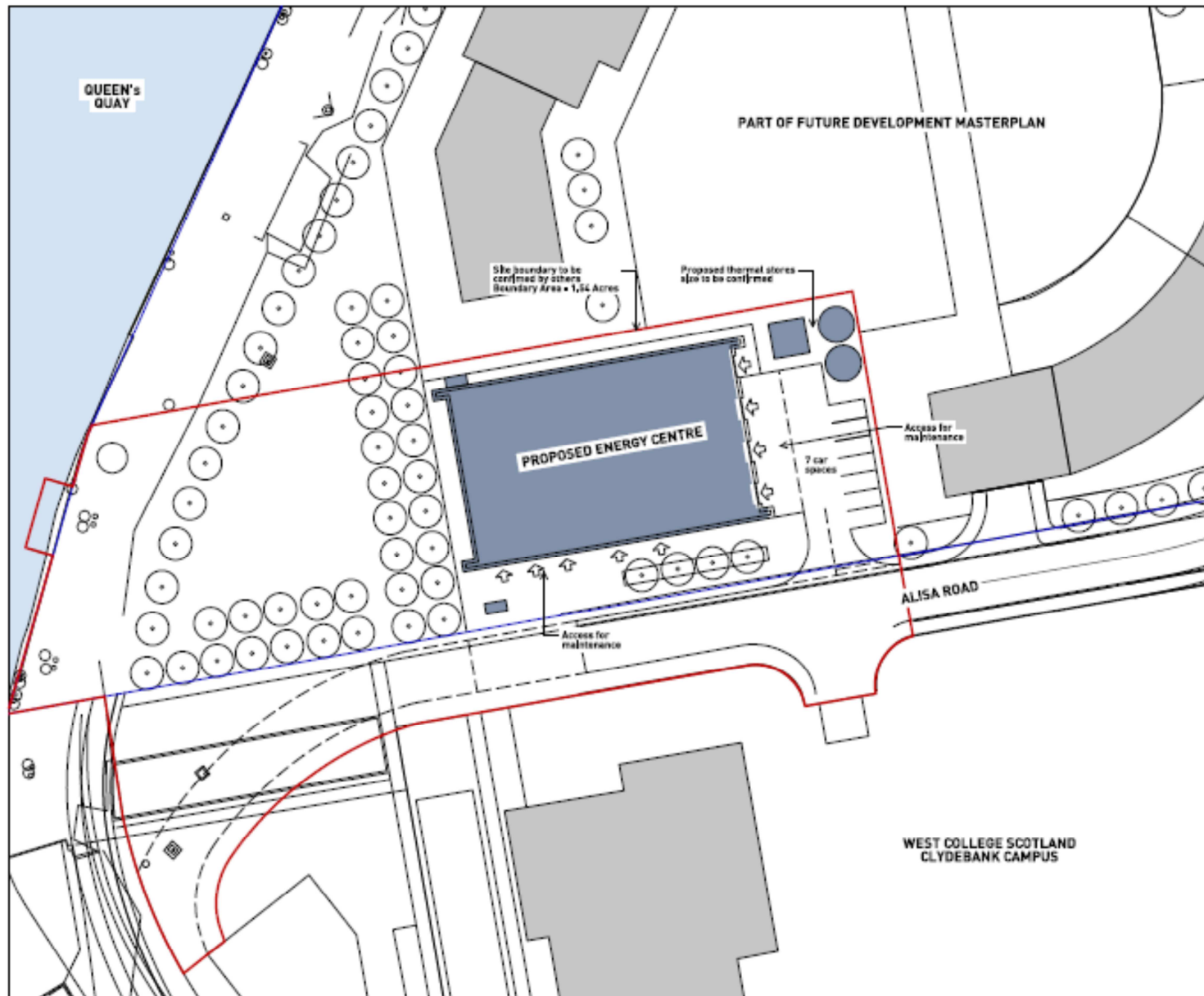
Person to Contact: Michael McGuinness- Manager, Economic Development. Tel: 01389 737415
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Appendices: Appendix 1 - Energy Centre land -red-line map

Background Papers: Equalities Impact Assessment Screening, Report to IRED Committee, 16 August 2017 entitled, "Regeneration Fund- Project Proposals for Dumbarton Waterfront Pathway and Balloch Village Square Projects"
Report to IRED Committee, 21 June 2017 entitled, "Regeneration Fund Update"
Report to Council, 23 November 2016 entitled, "District Heat Network for Queens Quay and Clydebank"
Report to IRED Committee, 14 September 2016 entitled, "Regeneration Fund"
Report to IRED Committee, 16 March 2016 entitled, "Regeneration Fund"

Wards Affected: 1 and 3.

Appendix 1 Red-Line site of Queen Quay District Heating Energy Centre



WEST DUNBARTONSHIRE COUNCIL**Strategic Lead, Regeneration****Infrastructure, Regeneration and Economic Development Committee:****22 November 2017**

Subject: Economic Development Strategy Action Plan Update**1. Purpose**

- 1.1 The purpose of this report is to inform Members of the progress in delivering the Economic Development Strategy Action Plan 2015-20.

2. Recommendations

- 2.1 It is recommended that Committee;
- (i) consider and note the progress made in implementing the Economic Development Strategy Action Plan 2015-20; and

3. Background

- 3.1 The Economic Development Strategy has been developed to provide an economic vision for West Dunbartonshire Council for a five year period and was approved by the Infrastructure, Regeneration & Economic Development Committee in September 2015. An Action Plan was presented and approved at the Infrastructure, Regeneration & Economic Development Committee in November 2015.
- 3.2 This report provides an update on the progress in delivering the Economic Development Strategy 2015-20 action plan. This follows a previous update that was reported to IRED in December 2016. The plan will be updated to take cognisance of any future strategic priority changes.

4. Main Issues

- 4.1 A full progress report on the implementation of the Action Plan is detailed in Appendix 1. A number of key performance targets have been achieved through our strategic approach around the four key themes listed below:
- Stimulating economic investment and growing the business base;
 - Improving the skills of all our people and supporting them into work;
 - Creating an inclusive and prosperous place where people choose to live, work and invest, and
 - Building stronger partnerships and innovative approaches to delivery.

4.2 A number of key highlights for each of these themes are detailed in sections 5-8 of this report.

5. Stimulating economic investment and growing the business base

5.1 'Working4business' is a partnership of public sector organisations that provide a coordinated service for businesses in West Dunbartonshire. The 'Working4Business' partnership held a successful 'Business Awards' event to celebrate the success and achievements of businesses in West Dunbartonshire. The event was held in Clydebank Town Hall on 31st May 2017. Chivas Brothers were the Principal Sponsor of the event and there was a good response from local businesses with nearly 100 entries across the 9 business award categories. Over 150 business people attended the award ceremony.

5.2 The Council's Business Support team provides a range of discretionary business grants to local businesses to assist them to grow and create local jobs. During 2016/17 the team supported:

- 113 businesses with grants to assist them to grow and create jobs
- 150 business employees with a training grant to assist with training
- 56 businesses with a start-up grant to assist them with their business
- 27 people back into employment through the 30+ employment grant.

5.3 The Business Gateway service has been successfully delivered by the Council's Business Support team since 1 October 2015. Over the last year the team have worked to provide a high quality service to our local start-up and growth businesses. In 2016/17 the Business Gateway service provided:

- 194 businesses with start-up assistance
- 43 start-ups with growth potential were given one to one support
- 45 businesses provided with growth advisory service support
- 2 businesses accepted into Scottish Enterprise Growth Pipeline support
- 1 business accepted into Scottish Enterprise Account Management

5.4 Business start-up numbers of 194 for 2016/17 have been higher than expected. The current low rate of unemployment has caused a downturn in the number of people seeking to start up a business. Most Local Authorities in the West of Scotland have been expecting a decrease in the number of start-ups supported through the BG service; however West Dunbartonshire has been able to challenge this trend locally, almost achieving the annual target of 200 new start businesses.

5.5 Last year the Business Gateway service assisted 46 businesses with expert help support. This element of the Business Gateway service is part funded through the European Regional Development Fund and provides one-to-one support with a consultant to provide advice in areas that require a high

level of expertise such as Intellectual Property advice or Business Strategy Workshops.

- 5.6** The Business Gateway service also delivers a variety of free business workshops to provide advice to start-ups and established businesses. These workshops include areas such as business planning, marketing and financial planning. During 2016/17, there were 121 workshops held with 630 attendees.
- 5.7** The Business Support team are responsible for the management and delivery of the Digital Boost Programme which aims to deliver Information and Communications Technology (ICT) advice to businesses in the form of workshops and one-to-one expert advice. This is a Scottish Government Nationally funded project which from July 2017 has been managed and procured by West Dunbartonshire Council for both West and East Dunbartonshire Council areas. Over the nine month period to March 2018, the programme will deliver 14 workshops and provide 10 one-to one for each local authority area.
- 5.8** During 2016/17, the Business Support team have been working in partnership with other local Authorities to establish a new Scotland wide Business Loans Scotland fund which has been set up to provide loan finance of between £25k and £100k to small and medium sized local businesses. The fund became active on 15 March 2017 and will provide loan funding until December 2018. The Business Support team are continuing to actively promote this new loan fund to local growth businesses.
- 5.9** The Business Support team are continuing to work in partnership with Firstport to deliver the Social Enterprise Challenge Fund. This fund can provide up to £15k to assist with the creation of new social enterprises that have the ability to create sustainable local job opportunities. At the last funding panel held in September 2017, 3 social enterprises were successful in obtaining funding which totalled £15k. An independent evaluation is currently being undertaken to determine the outputs and impacts of the fund since it started in 2012.

6. Improving the skills of all our people and supporting them into work

- 6.1** Working4U is an integrated service that supports clients and communities in West Dunbartonshire to improve their skills, learning and financial situations, assisting all on their progress into work and protecting the rights of our citizens. Our activities centre on:
- the provision of information, guidance, and support to help residents to make informed choices about debt and money, learning and employment opportunities and enjoy improved life chances;
 - the provision of good quality advice and learning assisting them to make positive and sustained contributions to their community; and

- improving the employability and resilience of local residents and making a positive contribution towards increasing employment rates within our community to close the gap with Scotland employment rates.
- 6.2** The specialist components of Working4U's services includes the Learning and Development service which primarily supports disadvantaged or vulnerable groups and individuals of all ages to engage in learning, with a focus on bringing about change in their lives and communities. This covers a wide range of activity, such as employability skills, youth work, family and adult learning, including adult literacy and English for Speakers of Other Languages (ESOL) and individual capacity building to develop confidence and self-esteem. In 2016/2017 the Council supported:
- 4,259 to participate in non-vocational training;
 - 975 people to improve their chances of securing employment by participating in vocational training; and
 - 1,205 people to secure a nationally recognised qualification.
- 6.3** Information and Advice is set within the policy context that is designed to support a flourishing Scottish economy. Working 4U contributes to this aim through the provision of debt counselling, income maximisation support, money advice and welfare benefit advice services. During 2016/2017 the Council:
- supported local residents to secure £9.928m benefit maximisation through advice and support; and
 - supported residents to renegotiate and manage £2.96m of debt.
- 6.4** Employability encompasses aspects that enable people to increase their chances of getting a job, staying in a job, and progressing further in work. The approach adapts national approaches to the specific context in West Dunbartonshire and is flexible enough to adopt a 'whole person approach'. The Council is responsive to those people in our communities with the greatest need and our drive to real jobs is pursued in partnership with organisations, agencies and employers that share our values. In 2016/17 the Council supported 488 residents to secure employment. Of these:
- 262 were in the 16 – 29 years age group;
 - 226 were in the 30+ years age group; and in addition
 - assisted 72 people to progress within the workplace.
- 6.5** From 1 April 2016 to 31 March 2017 the Jobs Growth and Investment Framework resource has created more diverse routes into employment by investing significantly in the range and quality of apprenticeships, jobs and training opportunities available to West Dunbartonshire residents.
- 6.6** The Council now offers vocational qualifications in 12 different vocational areas at levels 2 and 3. As a result of the Council's investment we have supported:

- 42 Level 2 Modern Apprenticeships - providing employment with training opportunities of 9 months to 12 months linked to local growth sectors.
- 30 Level 3 Modern Apprenticeships - providing employment with training opportunities of between 2 and 4 years.

With the Council's investment, combined with our work with local employers, 113 of the 488 people who secured employment were apprenticeships.

- 6.7** As a result of our approach and achievements, Working4U was awarded a gold COSLA award for service innovation and improvement. This is a category that is designed to highlight innovation and best practice.
- 6.8** Contributing to the aims and objectives of the Glasgow and Clyde City Deal, Working4U has been allocated funding to provide support through the City Deal ESA Support Programme (Working Matters). DWP funding of £0.237m, with West Dunbartonshire Council match of £0.269m totals £0.506m for the period August 2015 to August 2018.

7. Creating an inclusive and prosperous place where people choose to live, work and invest

- 7.1** West Dunbartonshire Affordable Housing Supply Programme has delivered over £40m of investment into the local economy over the last four year period delivering 400 new homes meeting evidenced need. Through the Council's ambitious More Homes West Dunbartonshire approach there are plans to accelerate delivery and deliver a further 1000 new homes over the next 5 year period with total investment levels exceeding £100m.
- 7.2** A number of projects are currently being progressed utilising the Local Economic Development annual Capital Budget of £1m and approximately £7m of the £12.4m Regeneration Capital Fund. The Regeneration Fund was agreed at Council on 28 October 2015, to accelerate development and regeneration through-out the area. Project proposals and budget allocations were approved at IRED Committee in August 2017 for two of the projects - Dumbarton Walk and Cycle Way (£1.5m) and Balloch Village (£1.2m). Notional allocations have been agreed for Connecting Clydebank (A814) (£2.3m) and Bowling Basin (£2m) and project proposals for these will be reported to future IRED Committees.
- 7.3** The Queens Quay development with a £15.621m investment from the Council is progressing well and an updated report to IRED 22 November 2017 committee will provide further details. Works around the basin are commencing and plans with the District Heating Network are progressing, being support by the Scottish Government and the Council with a total £12.1m investment. One section of land has been disposed of for Social Housing and the land required for the Energy Centre is being presented as

a Regeneration Fund investment opportunity, seeking £0.900m at IRED 22 November 2017.

- 7.4** The Connecting Clydebank (A814) project from the Clydebank Charrette has made significant progress in 2017. The project involves improving connections between the town centre and the new Queens Quay development site, by transforming the carriageways, footways and junctions between Clydebank Library and Argyll Road. Sustrans are part funding the project with an allocation of £2m agreed in principle and a notional sum of £2.3m has been set aside from the Regeneration Capital Fund to help deliver the project. A major community consultation event took place in September 2017 which was well attended. A planning application will be submitted as part of the programme with the intention to commence the first phase of works in summer 2018. The separate Transport Interchange project around Clydebank Railway Station will be influenced by the findings of the recently completed Clydebank Transport Study. This work was commissioned jointly by the Council and SPT who will agree the next stages.
- 7.5** The Exxon City Deal project has funding allocation of £27.897m. The project has progressed through a Strategic Case and an Outline Business Case (OBC) was approved by Council on 22 February 2017. Studies are progressing and discussions with third party landowners and Exxon themselves have progressed throughout the period. This will result in a Final Business Case being presented for approval to Council by December 2019. Council currently receives updates on the Glasgow City Region City Deal and the Exxon projects at every Council meeting.
- 7.6** Scottish Canals continue the delivery of their masterplan for Bowling Basins. This includes the enhancement and restoration of parts of the Forth and Clyde Canal and the delivery of new development and infrastructure. A notional sum of £2m has been set aside from the Regeneration Fund to support the delivery of major new infrastructure which has planning permission in principle. A development appraisal is being progressed to consider the viability of a joint venture between the Council and Scottish Canals. Once completed, this will be reported to a future IRED Committee in 2018.
- 7.7** Scottish Canals are progressing works to a number of historic features. Restoration and conversion works to the former lower railway arches were completed in spring 2017, to create additional commercial space. The Council contributed £50k in 2016/17 towards a first phase of gateway works. This has created an improved pedestrian link, from the higher level entrance area, to the lower arches.
- 7.8** A planning application by Scottish Canals has been submitted for the former swing bridge to create an elevated walkway/linear park. Scottish Canals are considering proposals for the B listed Custom House to provide tourist accommodation and will commission a feasibility study part funded by the

Council to assess the viability of a pedestrian link along the harbour to Bowling Railway Station. Scottish Canals are also pursuing a number of funding opportunities and awards for their work with support from the Council.

- 7.9** The Charrette Action Plan for Dumbarton Rock and Castle was approved in September 2015. Recent activity within the town centre has included the progress of the construction of the New Dumbarton Office and the restoration of the Municipal Buildings. Floodlighting has now been installed and is operational on the old Dumbarton Bridge. Repair work has commenced to Glencairn House and a feasibility study has been completed to consider new uses for the building.
- 7.10** Proposals have progressed for a waterfront path stretching from the Rock and Castle to the town centre and obtaining approval from Planning Committee for developer contributions guidance. The project is supported by an allocation of £1.5m from the Regeneration Fund and work is now focussing on procuring aspects of the works and securing heads of terms with landowners. The development of floodlighting proposals for Dumbarton Rock has been delayed, due to the requirement for a bat survey. These are currently being reviewed to determine if a viable design can be progressed.
- 7.11** Progress has also been made by developers Turnberry, Cullross and Lidl who all submitted planning applications for their waterfront sites, towards the end of 2016. Cullross's application has since been approved. Development of these three sites would result in 326 residential units along the waterfront, additional retail development and related landscaping. Separately support has been offered to the newly established Dumbarton Stations Improvement Trust, for them to commission a conservation management plan for Dumbarton Central Station.
- 7.12** At Lomondgate, Whitbread Group has completed the development of an additional 54 bedrooms to the Premier Inn hotel (taking the total number of rooms to 114) and Taylor Wimpey has commenced development of 58 new houses (which, when completed in 2019 will take the Lomondgate total to over 400). An independent economic impact assessment showed that, at April 2017, private sector investment at Lomondgate had passed the £100m milestone and that cumulative Gross Value Added to the regional economy amounted to £365m. The impact assessment also indicated that Lomondgate was at that point accommodating 718 full time equivalent jobs and had in addition supported the equivalent of 82 permanent construction jobs. In August 2017 the First Minister announced that the BBC is to partner with the Scottish Government to launch a hub of the National Film and Television School (NFTS) at BBC Scotland's Studios in Glasgow and Dumbarton.
- 7.13** The Mitchell Way area in Alexandria is a key regeneration site that is owned by the Council. A preferred bidder is seeking to deliver a foodstore (25,000 square feet) with 145 car parking spaces and a three storey development

facing Bank Street and Mitchell Way, comprising of 10 retail units and 24 residential units. Enabling demolition works to 30 to 40 Mitchell Way have now been completed by the Council, along with the demolition of a number of other properties within the town centre. A proposal of application notice for the site was submitted in May 2017 followed by a public consultation in June 2017. However, further progress towards finalising a development agreement is taking longer than anticipated following the outcome of site surveys that have increased development appraisal costs.

- 7.14** The Council is continuing to work in partnership with Loch Lomond and the Trossachs National Park Authority and Scottish Enterprise to deliver actions from the Balloch Charrette from 2016. The Balloch Village Squares project is being supported by an allocation of £1.2m from the Regeneration Fund. During 2017, Sustrans led on extensive consultation and the development of outline designs for improvements to Balloch Village Square (adjacent to Moss O' Balloch) and Balloch Station Square. The Council is now leading on the delivery of the first phase of improvements to Balloch Village Square with the aim of completion by end of 2018. In addition, a study has been completed to consider new uses for Balloch Castle. This will be developed further during the remainder of 2017/18, with consideration given to the emerging proposals for West Riverside and how Balloch Park can be enhanced.

8. Building stronger partnerships and innovative approaches to delivery

- 8.1** The service has actively pursued a number of funding sources to support major projects, including charrette outcomes. Securing Heritage Lottery Funding for particular projects remains a priority, subject to eligibility £0.620m has been secured from the Green Infrastructure Fund to assist with the remediation of the former St Eunan's Primary School site in Clydebank. In addition, Stage 1 funding bids were submitted to the Scottish Government's Regeneration Capital Grant Fund, Round 5 on behalf of the Council's Library Service and the Loch Lomond Steamship Company. The Loch Lomond Steamship Company is the only Council applicant that has now been invited to move into stage 2 of the process. The Council's own Dumbarton Town Centre Common Good Fund continues to be promoted but consideration is currently being given as to how this could support the delivery of more significant projects to benefit the town.
- 8.2** The 'Working4Business' partnership is currently organising a 'Business Week' from Monday 27 November to Friday 1 December 2017. During the business week there will be a range of workshops and events which will provide advice and information to local businesses on a range of areas which will include internationalisation, investment and innovation.
- 8.3** The service is working in partnership with Resource Efficient Scotland to assist local businesses to improve their energy and resource efficiency. Resource Efficient Scotland provide free resource efficiency audits and the Business support team have developed grant support to assist local

businesses (5-49 employees) with the costs associated with the implementation of any energy and resource efficiency improvements identified within the Resource Efficient Scotland audit action plan.

- 8.4** The Business Improvement District (BID) at the Vale of Leven Industrial Estate on the edge of Dumbarton, came to an end on 30 June 2017, having undertaken a number of improvements including CCTV, business information, street signage, the agreement of a traffic regulation order and improvements to landscaping. Shortly afterwards in July 2017, a new Management Trust was created by the businesses to continue the work. The Council will continue to support their plans to improve the Estate. The Dunbartonshire Chamber of Commerce are working with some of the businesses at Clydebank Business Park considering the creation of a similar business community grouping to improve the wider Business Park.
- 8.5** The Council's Regeneration Team has established strong partnerships with Strathleven Regeneration Trust Cic, Scottish Canals, Historic Environment Scotland, Sustrans, Loch Lomond and Trossachs National Park Authority, Dumbarton Castle Society, Dunbartonshire Chamber of Commerce and Vale of Leven Industrial Estate Improvement Trust for current projects that are being progressed.
- 8.6** Working4U pursues all activities in partnership with appropriate organisations in West Dunbartonshire and beyond. Working 4U, for example, takes the lead role in the Youth Alliance. This is a partnership that aims to co-ordinate improved service delivery for young people and identify priority geographical areas. The cooperation has led to the development of successful joint projects with organisation such as Ysortit and Tulloch Trust and the delivery of successful summer programmes for young people in West Dunbartonshire.
- 8.7** In addition, Working4U plays a key role in the local employability partnership alongside SDS and DWP. This partnership sets the agenda and priorities for the use of national training resources such as the Employability Fund and the Modern Apprenticeship programme. Through this we can influence the priorities for the investment of training resources to ensure residents are being trained for the opportunities within the local economy and identify the key sectors in the local area where there may be opportunities for apprenticeships.

9. People Implications

- 9.1** There are no people implications as a result of this report.

10. Financial and Procurement Implications

- 10.1** The Council budget expenditure detailed within the action plan continues to be monitored and reported regularly to ensure that performance targets are achieved, maximising private sector leverage and external funding.

10.2 It is acknowledged that the achievement of the outcomes of the Strategy and Action Plan is reliant on the continued commitment and funding from both public and private sector partners.

11. Risk Analysis

11.1 The consultation process with partners and key stakeholders ensured that the content of the Strategy and Action Plan is appropriate to assist with the economic prosperity for the local area and that risks are assessed. The Strategy will be reviewed regularly to ensure that any local and national economic changes are integrated where appropriate.

12. Equalities Impact Assessment (EIA)

12.1 An equalities impact assessment is not necessary for this report. The Strategy has been impact assessed and is relevant to the general equality duty. The Strategy has an emphasis on reducing inequality and advancing equality and has potential to produce positive impacts for all. EIA screening will be carried out for projects, where necessary.

13. Strategic Environmental Assessment (SEA)

13.1 A strategic environmental assessment is not necessary for this report. Strategic Environmental Assessments will be undertaken as necessary for any projects which develop from the strategy and action plan.

14. Consultation

14.1 The process for the development of the strategic action plan included consultation with senior officers across Council services and also with partners through the Community Planning Partnership, Employability and Economic Growth Delivery and Improvement Group will continue to be an important consultative group of public sector partners.

15. Strategic Assessment

15.1 The Action Plan supports the four strategic priorities of the Council's updated Economic Development Strategy (2015-20).

- Stimulating economic investment and growing the business base
- Improving the skills of all our people and supporting them into work
- Creating an inclusive and prosperous place where people choose to live work and invest
- Building stronger partnerships and innovative approaches to delivery

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Date: 23 October 2017

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Appendices: Appendix 1 Economic Development Strategy 2015-20
Action Plan – Covalent Report

Background Papers: IRED Committee 14 December 2016 - Economic Development Strategy Action Plan Update.
IRED Committee 25 November 2015 - Economic Development Strategy Action Plans
IRED Committee 16 September 2015- Economic Development Strategy 2015-20

Wards Affected: **All Wards**

Appendix 1- Economic Development Strategy 2015-2020

Generated on: 25 October 2017

Icon	Name
Th	1. Stimulating economic investment and growing the business base


Icon	Name
Ob	1.1 Increasing the number of new start businesses


Code & Short Name	2015/16	2016/17	2017/18			Assigned To
	Value	Value	Value	Target	Note	
H/ED/020 Number of businesses given advice and assistance to start up through Business Gateway	181	194		200	Between April and September 2017, 89 businesses have been given assistance to start up through Business Gateway.	Gillian Scholes
H/ED/003 Number of businesses receiving start up grants	79	56		60	Between April 2017 and September 2017, there have been 32 businesses supported with a start-up grant.	Gillian Scholes
H/ED/018 Business start-up rate per 10,000 of adult population (16+)	37.2	N/A		26	Business Demography 2015 data shows business start-up rate per 10,000 population has increased to 37.2%. The figure for 2016/17 will be available in December 2017.	Gillian Scholes
H/ED/019 3 year survival rate (%) of new business starts	62.5%	N/A		66%	62.5% of the businesses started in West Dunbartonshire in 2012 have survived until 2015. This is slightly above the Scotland figure of 62%. The figure for 2016/17 will be available in December 2017.	Gillian Scholes

Icon	Name
	1.2 Supporting the development of growth businesses


Code & Short Name	2015/16	2016/17	2017/18			Assigned To
	Value	Value	Value	Target	Note	
H/ED/021 Number of businesses assisted with Council business support intervention	179	113		120	Since April 2017, 70 businesses have been assisted with a Council business support intervention.	Gillian Scholes
H/ED/017 Business stock per 10,000 of adult population (16+)	261	N/A		260	Business Stock for 2015/16 period has increased positively for the WDC area. The figure for 2016/17 will be available in December 2017.	Gillian Scholes
H/ED/04 No of Growth Advisory Service (GAS) businesses supported through the Business Gateway service	40	45		40	Since April 2017, 20 businesses have so far been supported to implement a growth advisory service action plan.	Gillian Scholes
H/ED/05 No.of Growth Pipeline businesses supported through the Business Gateway service	5	2		5	Since April 2017, 3 businesses have been accepted by SE into growth pipeline.	Gillian Scholes

Icon	Name
	1.3 Supporting Internationalisation

Code & Title	Status	Progress	Due Date	Comment	Milestone	Due Date	Done	Comment	Assigned To
H/EDSTRATEGY 2/17 Work in partnership with Scottish Enterprise/SDI to increase the number of local businesses who trade internationally		<div style="width: 100%; background-color: #4F81BD; color: white; text-align: center;">100%</div>	31-Mar-2016	Through working4business social media and email campaign with various SE promotional material being distributed to WDC businesses on our database.	Organise a joint workshop with SE to provide information and raise awareness	31-Dec-2015	Yes	Series of knowledge exchange and product awareness workshops through Business Gateway staff have and will continue to be delivered.	Gillian Scholes
					Email details of the smart exporter programme to all WDC businesses	31-Jan-2016	Yes	Through working4business social media and email campaign with various SE promotional material.	


Icon	Name
	1.4 Supporting, innovation, sustainable businesses to access finance for growth


Code & Short Name	2015/16	2016/17	2017/18			Assigned To
	Value	Value	Value	Target	Note	
H/ED/032 Number of businesses with a BLS business loan	3	0		3	The new Business Loans Scotland fund went live on 15th March 2017. The Fund continues to be promoted to local businesses to assist them with their investment plans.	Gillian Scholes


Code & Title	Status	Progress	Due Date	Comment	Milestone	Due Date	Done	Comment	Assigned To
H/EDSTRATEGY 2/18 Work in partnership with other Scottish local authorities to establish a Business Loans Scotland fund		<div style="background-color: #4f81bd; color: white; padding: 2px; display: inline-block;">100%</div>	31-Mar-2017	The New Business Loans Scotland fund became operational on 15th March 2017.	Obtain approval from WDC to participate in the new Business Loans Scotland Fund	01-Jan-2016	Yes	Monthly briefing paper to members informing them of the new Pan Scotland Loan Fund was circulated.	Gillian Scholes
					Promote new fund to local businesses to raise awareness	30-Sep-2016	Yes	Due to the delays in Business Loan Scotland being established the existing West of Scotland Loan Fund is still available and being promoted to local Businesses.	
					Transfer funds from WSLF to new Business Loans Scotland Fund	31-Mar-2017	Yes	Funds have been transferred from WSLF to Business Loans Scotland mid March 2017.	

Icon	Name
	1.5 Supporting innovation and entrepreneurship

Code & Short Name	2015/16	2016/17	2017/18			Assigned To
	Value	Value	Value	Target	Note	
H/ED/09 No. of days of External Expert help provided through Business Gateway	2	53		48	Since April 2017, 32 days of expert help have been provided to local businesses on behalf of BG service.	Gillian Scholes

Icon	Name
	1.6 Supporting the transition to a low carbon economy


Code & Title	Status	Progress	Due Date	Comment	Milestone	Due Date	Done	Comment	Assigned To
H/EDSTRATEGY 2/20 Work with local businesses to assist them to reduce their carbon emissions		<div style="background-color: #4f81bd; color: white; padding: 2px; display: inline-block;">100%</div>	31-Mar-2017	Zero Waste Scotland services have been promoted through company database and social media.	Raise awareness of Zero Waste Scotland activities through email and social media channels	12-Nov-2016	Yes	Information on Zero Waste Scotland has been provided through social media channels and e-mailed to business clients.	Gillian Scholes
					Investigate the possibility of developing a partnership programme with Zero Waste Scotland to assist local businesses to reduce their carbon emissions	31-Mar-2017	Yes	Meeting held with Zero Waste Scotland on 12 December 2016 to discuss support available.	
					Promote services of Zero Waste Scotland and follow - up with businesses.	31-Mar-2017	Yes	Zero Waste Scotland services have been promoted through company database and social media.	

Icon	Name
	2. Improving the skills of all of our people and supporting them into work

Icon	Name
	2.1 Assisting people back into work

Code & Short Name	2015/16	2016/17	2017/18			Assigned To
	Value	Value	Value	Target	Note	
CED/PPP/007 Employment rate	72.3%	75.4%		70.7%	The average employment rate in West Dunbartonshire for the last five years, according to NOMIS, has been 68.3%. Target for West Dunbartonshire in 2017/18 has been set at 2.5% above the West Dunbartonshire average for that period.	Stephen Brooks
H/EDSTRATEGY/2 Number of local people receiving support through Working 4U	5,917	6,176			6,176 participants received support from Working 4U during April 2016 to March 2017. This consists of local residents who had access to the Employability Pipeline, Learning Support and Income Maximisation and Debt Management (ESA claimants).	Gina Gallacher
H/EDSTRATEGY/3 Number of people receiving support through Working 4U with more than one barrier to employment (aggregate)	1,981	1,900		1,185	1,900 participants with more than one barrier to employment receive support from Working 4U during April 2016 to March 2017. This was achieved through the use of ESF resources and Learning resources.	Gina Gallacher
H/EDSTRATEGY/4 Number of local people in NEET group	586	132		60	Indicator definition does not include YEI and therefore we have excluded this however we will discuss the potential for including YEI in the future. Impact 2016/17 our achievements would show that a further 329 people had been supported.	Gina Gallacher
H/EDSTRATEGY/5 Number of participants with disabilities or health issues	1,518	2,034		300	This represents the people who present and declare with a health issue or a disability. It also includes those that declare receipt of health related benefit (ESA).	Gina Gallacher
H/EDSTRATEGY/6 Number of local people entering employment through	438	410		152	This includes people who have been support to enter employment through the ESF funded	Gina Gallacher

Code & Short Name	2015/16	2016/17	2017/18			Assigned To
	Value	Value	Value	Target	Note	
Working 4U					employability activity and the people who have been supported through non ESF funded initiatives. Based on the provision of evidence by clients to demonstrate they have secured employment.	
H/EDSTRATEGY/7 Number of local people entering education or training	1,060	1,102			1,102 participants entered education or training through W4U during the period 1st April 2016 to 31st March 2017. These are considered positive destinations for participants on the programme and demonstrates progress along the employability pathway.	Gina Gallacher
H/EDSTRATEGY/8 Number of local people in employment six months after leaving	201	190		152	190 customers sustained employment from April 2016 to March 2017. Sustainment means to have remained in employment for 6 months after having secured a job. Sustained outcomes are defined by external organisations providing a contribution to the funding.	Gina Gallacher

Icon	Name
	2.2 Meeting the skills needs for growth businesses


Code & Short Name	2015/16	2016/17	2017/18			Assigned To
	Value	Value	Value	Target	Note	
H/ED/022 Number of business employees trained	152	150		150	Since April 2017, 52 business employees have been trained.	Gillian Scholes

Icon	Name
	2.3 Supporting young people in their transition to work


Code & Short Name	2015/16	2016/17	2017/18			Assigned To
	Value	Value	Value	Target	Note	
CED/EDSTRATEGY/1 Number of modern apprenticeships	84	72		40	This is determined by the availability of resources secured through National Programmes. 72 Modern Apprenticeships were supported.	Gina Gallacher
H/DS/06/OP10-11 Number of Get Ready for Work opportunities provided	142	34			The figure represents the scale of contract negotiated with Skills Development Scotland and reflects the reduction of funds allocated by them to the 'Employability Fund' programme.	Stephen Brooks
H/ED/11 Percentage of young people (16-19) in Education Employment or training	86%	88.4%		88%	Improve the participation rate of our young people which currently stands at 88.4%, Scottish average is 90%.	Stephen Brooks


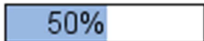
Icon	Name
	2.4 Improving core employability skills

Code & Short Name	2015/16	2016/17	2017/18			Assigned To
	Value	Value	Value	Target	Note	
H/EDSTRATEGY/9 Number of local people gaining a full qualification	713	1,118		865	1,118 participants gained a qualification through Working 4U during the period 1st April 2016 to 31st March 2017. Gaining a qualification is a key milestone and demonstrates progression along the employability pathway.	Gina Gallacher


Icon	Name
	3. Creating an inclusive and prosperous place where people choose to live, work and invest


Icon	Name
	3.1 Enabling the delivery of our major regeneration sites

Code & Title	Status	Progress	Due Date	Comment	Milestone	Due Date	Done	Comment	Assigned To
H/2015/ED/01 Progress delivery of Queens Quay project (DP)		<div style="background-color: #4f81bd; color: white; padding: 2px; display: inline-block;">100%</div>	31-May-2017	Site work commenced on site in May 2017. Progress will be monitored throughout 2017/18 with a new action.	Key milestones within the Development Agreement established	30-Jun-2015	Yes	The partnership agreement with Queens Quay site owners was signed on 7th July 2015. A delay from the anticipated end of June 2015 timeframe.	Michael McGuinness; Marnie Ritchie
					Submit planning permission in principle	23-Oct-2015	Yes	This will be delayed due to partnership agreement only being concluded 7th July 2015 and is now due for submission in October 2015. This has been delayed by two weeks.	
					Prepare and agree a Communications Strategy	30-Nov-2015	Yes	The Communications Strategy has been delayed due to developers agreement being concluded by end of July 2015	
					Achieve planning permission in principle	23-Mar-2016	Yes	The planning application in principal was approved at Planning Committee.	

Code & Title	Status	Progress	Due Date	Comment	Milestone	Due Date	Done	Comment	Assigned To
					Receive detailed planning permission for initial core infrastructure	30-Sep-2016	Yes	Due to some slippage in the PPIP the detailed applications will not be forthcoming until summer 2016. This delay is due to Marine/Basin investigative works being more extensive than envisaged and delaying the completion of the RCC required to progress core infrastructure. The detailed application was received by Planning at the end of October 2016.	
					Commence site infrastructure works	05-May-2017	Yes	Anticipated site start, following detailed planning consent. This commenced later than anticipated in May 2017.	
H/2015/ED/02 Progress delivery of Exxon/City Deal project (DP)			29-Dec-2023		Undertake consultation with regulatory bodies	27-May-2015	Yes	A workshop was held with regulatory bodies arranged through Planning on 26 May 2015 to discuss the Exxon Site.	Victor Francisco-Suarez; Michael McGuinness; Marnie Ritchie
					Submit Strategic Business Case to Council for approval	24-Jun-2015	Yes	The Strategic Business Case was presented on 24th June 2015 at Council and approved then subsequently approved by Cabinet in August 2015.	



Code & Title	Status	Progress	Due Date	Comment	Milestone	Due Date	Done	Comment	Assigned To
					Neighbouring Land Consultation commences	14-Nov-2016	Yes	New milestones developed following Exxon discussion in Jan 2016.	
					Complete and seek approval for the Outline Business case by City Deal Cabinet	11-May-2017	Yes	OBC approved at Council 22 Feb 2017, progressing through PMO and going to Cabinet on 11 April 2017.	
					Masterplan - Planning Permission in Principle submission	27-Apr-2018	No	The PPIP can only be achieved once an agreed remediation strategy is agreed with Exxon and the regulators.	
					Exxon Negotiations relating to Site Ownership complete	29-Jun-2018	No	Following discussion with site owners in late February 2016 a new series of Milestones have been developed, whereby Exxon Carry our remediation over a three year period. The next key milestones will now be to complete site ownership agreement, this has unfortunately continued to slipped due to a number external factors. Recent meetings have taken place and the heads of terms are now progressing well.	
					Complete and seek approval for the Final Business case by City Deal Cabinet.	31-Dec-2019	No		


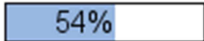
Code & Title	Status	Progress	Due Date	Comment	Milestone	Due Date	Done	Comment	Assigned To
					Commence Construction on-site	31-Jan-2020	No		
H/EDSTRATEGY 2/01 Assist Scottish Canals to complete the regeneration of Bowling Basin		<div style="border: 1px solid black; background-color: #4F81BD; color: white; padding: 2px; display: inline-block;">25%</div>	31-Mar-2020	A number of phases of work are now complete including the fit out of all former railway arches to create commercial premises and an activity hub, flood defence work, painting of the former railway bridge and improved pedestrian access. Planning permission is being sought for the creation of a linear park on the former bridge and a financial appraisal is being developed for the major infrastructure elements.	Enable progress of planning proposals for new bridge, housing and gateway area.	31-Mar-2016	Yes	Planning permission in principle was granted in June 2016 for mixed use development across the whole site including retail, commercial, leisure and residential uses and supporting infrastructure and green network enhancements. A subsequent planning application was then granted for landscaping and small business units at the gateway area.	Marnie Ritchie
					Develop financial appraisal to support contribution of funds from the Regeneration Fund Budget	30-Nov-2017	No	In agreement with WDC, Scottish Canals are currently commissioning a number of investigative studies that will inform the financial appraisal.	
					Seek authority to make contribution towards from Regeneration Fund into development at Bowling Basin	28-Feb-2018	No	Subject to WDC being satisfied with the completed financial appraisal, proposal will be reported to IRED Committee to seek Regeneration Fund to enable development.	

Code & Title	Status	Progress	Due Date	Comment	Milestone	Due Date	Done	Comment	Assigned To
					Support Scottish Canals to deliver their masterplan through capital contributions to appropriate projects and support at community engagement events.	01-Apr-2019	No	Regular meetings take place to monitor progress and identify opportunities to support and enable projects.	
H/EDSTRATEGY 2/02 Develop and submit bids to funding bodies		<div style="background-color: #4F81BD; color: white; padding: 2px; display: inline-block;">100%</div>	31-Mar-2020	The bid for £620,000 to the Green Infrastructure Fund for the former St Eunan's Primary School Site in Clydebank has been successful and the project is now progressing.	Submit Regeneration Capital Grant Fund applications	30-Oct-2015	Yes	Five bids were submitted to Stage 1 process in July 2015 and 1 bid was submitted with Neighbourhood Services for Stage 2 for £1m for Clydebank Community Sports Hub	Marnie Ritchie
					Review funding opportunities for Charrette projects.	31-Dec-2015	Yes	Various funds are being investigated at the moment. This will continue throughout the year to come.	
					Develop projects to submit funding bids to Sustrans.	31-Dec-2016	Yes	Bids were submitted to Sustrans for the Dumbarton Waterfront Walkway and improvements to the A814 in Clydebank. £2m was awarded to the A814 project in Clydebank.	
					Develop projects to submit bids to the Green Infrastructure Fund (SNH)	31-Mar-2017	Yes	A bid for £620,000 of funding towards the remediation works on the former St Eunan's Primary School site was submitted to the Green Infrastructure Fund and has been successful.	


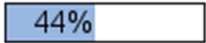
Code & Title	Status	Progress	Due Date	Comment	Milestone	Due Date	Done	Comment	Assigned To
					Progress at least three significant projects to the Heritage Lottery Fund (HLF).	31-Mar-2017	Yes	Quarterly meetings are held between officers and other project partners to report on progress and frequent meetings are held with HLF Dialogue continues with regards to Glencairn House, Balloch Castle and actions from the Dumbarton Charrette.	

Icon	Name
	3.2 Creating attractive, competitive and safe town centres



Code & Title	Status	Progress	Due Date	Comment	Milestone	Due Date	Done	Comment	Assigned To
H/EDSTRATEGY 2/03 Deliver the Council's new office in Dumbarton Town Centre			31-Mar-2018	Completion of works now expected by end of February 2018, with relocation of staff happening during March 2018.	Report proposals to Planning Committee	25-Oct-2015	Yes	Application approved.	Marnie Ritchie
					Demolition of existing Burgh Hall and clearance of site	30-Oct-2015	Yes	Demolition commenced and completed successfully.	
					Enabling works start on site	02-Nov-2015	Yes	Enabling works commenced as scheduled.	
					Main construction works start on site.	19-Feb-2016	Yes	Site enabling works commenced and construction progressing. Ground tanks from former gas works required decommissioning and removal of any contaminants which introduced delays to the overall programme.	

Code & Title	Status	Progress	Due Date	Comment	Milestone	Due Date	Done	Comment	Assigned To
					Completion of works.	28-Feb-2018	No	Completion of works now due at end of February 2018.	
					Relocation to new Council office.	31-Mar-2018	No	It is anticipated that the relocation will occur in March 2018.	
H/EDSTRATEGY 2/04 Deliver projects from the Clydebank Town Centre Charrette Action Plan			31-Mar-2020	Significant progress has been made to develop the Connecting Clydebank (A814) project proposals including working with external funding partners to develop an agreed detailed design and raising awareness of the project in the local area. The Charrette Implementation Group will review progress of the overall Charrette Action Plan and the prioritisation of other projects.	Report Action Plan to IRED Committee for approval.	16-Sep-2015	Yes	The Committee approved the Action Plan in accordance with the recommendations.	Marnie Ritchie
					Agree a governance structure and identify priorities for 2015/16.	30-Sep-2015	Yes	A governance paper was produced to set out arrangements for taking forward both Charrette Action Plans.	
					Hold two meetings of the Clydebank Charrette Implementation Group in 2015/16 to progress projects with partners.	31-Mar-2016	Yes	The Group's first meeting took place on 27 November 2015 and second meeting was held 18th March 2016.	
					To develop designs and identify funding sources for the A814 road corridor (Connecting Clydebank) improvement project.	31-Mar-2016	Yes	Consultants were appointed in February 2016 to develop detailed designs and a bid has been made to Sustrans seeking 50% of funding to implement the project during 2016/17. Successfully secured £2m from Sustrans and the balance secured through the Regen. Fund of £2.3m	



Code & Title	Status	Progress	Due Date	Comment	Milestone	Due Date	Done	Comment	Assigned To
					To develop designs and identify funding sources for the Clydebank Interchange project in partnership with SPT and Abellio.	31-Oct-2016	Yes	The Council and SPT commissioned consultants to undertake a STAG appraisal for the transport interchange which has since been completed.	
					Undertake consultation for the Connecting Clydebank project.	15-Sep-2017	Yes	A second round of public consultation took place on 12 Sept 2017, to share the current proposals with key stakeholders. A community engagement plan has been prepared to assist.	
					Agree final design for Connecting Clydebank project	31-Oct-2017	No	Final designs are close to being agreed prior to submitting a planning application in November 2017.	
					Obtain planning permission for the Connecting Clydebank project.	28-Mar-2018	No	A proposal of application notice was submitted on 10 August 2017 and a planning application will be submitted in Nov 2017.	
					Ensure opportunities for community benefit with College and Developing Young Workforce are progressed (SOA)	31-Mar-2018	No	It is likely this milestone will require to continue into 2017/18 to ensure that community benefits will be part of the procurement process for projects.	



Code & Title	Status	Progress	Due Date	Comment	Milestone	Due Date	Done	Comment	Assigned To
					Tender the works contract for the Connecting Clydebank project.	31-Mar-2018	No	A Tender Strategy Approval (TSA) will be prepared for this process.	
					Develop and deliver projects from Clydebank Town Centre Charrette Action Plan towards the March 2020 target.	31-Mar-2020	No	Key projects are being developed at the moment and overall progress will be monitored by the Charrette Implementation Group.	
H/EDSTRATEGY 2/05 Deliver projects from the Dumbarton Rock and Castle Charrette Action Plan			31-Mar-2020	Discussions have progressed with developers regarding delivery of the walkway, to identify procurement requirements by WDC. A specification is being developed to undertake clean up works to areas of the foreshore as a first phase. A number of other projects are being developed through the Charrette Implementation Group.	Report Action Plan to IRED Committee for approval.	16-Sep-2015	Yes	The Committee approved the Action Plan in accordance with the recommendations.	Marnie Ritchie
					Agree governance structure and identify priorities for 2015/16	30-Sep-2015	Yes	A governance paper was produced to set out arrangements for taking forward both Charrette Action Plans.	
					Hold two meetings of the Dumbarton Charrette Implementation Group during 2015/16 to progress projects with partners.	29-Feb-2016	Yes	A first meeting took place on 28 October 2015 involving WDC officers, Historic Environment Scotland and Dumbarton Castle Society. A number of actions were agreed and a second meeting took place in February 2016.	

Code & Title	Status	Progress	Due Date	Comment	Milestone	Due Date	Done	Comment	Assigned To
					Develop detailed designs for Dumbarton walkway.	31-Mar-2016	Yes	Detailed designs were developed by consultants who were appointed in January 2015. Some delay experienced with late arrival of new former Vico site owner.	
					Develop and procure the Rock and Castle floodlighting project.	28-Mar-2018	No	A floodlighting trial took place on 28 October 2015. The project has been delayed due to awaiting info from the lighting designers and the need for detailed pre-application discussions with HES and bat surveys on the rock which are currently ongoing until October 2017.	
					Continue to work with site owners on the development of Dumbarton waterfront (SOA)	31-Mar-2018	No	Dialogue is continuing with all site owners who are at various stages with their proposals. A procurement strategy and heads of terms will now be developed for each site. In this respect the project is close to implementation stage.	
					Develop and deliver projects from the Dumbarton Rock and Castle Charrette Action Plan towards the March 2018 target.	31-Mar-2018	No	The walkway, floodlighting, signage and improved facilities projects from the Charrette are at various stages.	


Code & Title	Status	Progress	Due Date	Comment	Milestone	Due Date	Done	Comment	Assigned To
					Explore options for improved facilities at the Rock and Castle.	31-Mar-2018	No	The Charrette Implementation Group visited Dundonald Castle Visitor Centre on 17 May 2017 as an example of a small scale visitor centre managed by a Trust. Discussions have also taken place with Rock Bowling Club regarding the potential for improvements to create shared space.	
					Develop and deliver projects from the Dumbarton Rock and Castle Charrette Action Plan towards the March 2020 target.	31-Mar-2020	No	Projects are monitored and reviewed and discussed at Charrette Implementation Group meetings.	
H/EDSTRATEGY 2/06 Deliver projects from the Dumbarton Town Centre and Waterfront Revised Urban Strategy			31-Mar-2020	The completion of the New Dumbarton Office in February 2018 will see a major town centre project completed. Its anticipated this will contribute significantly to increased footfall and spend within the town centre.	Scope out interest from the community and business to re-establish the Dumbarton Town Centre Forum	30-Oct-2015	Yes	Businesses and community representatives have been contacted and the first meeting took place on 11 November 2015.	Marnie Ritchie
					Promote town centre issues and opportunities to the Scottish Government.	31-Dec-2015	Yes	The Council arranged a tour of the town centre and waterfront area for Scottish Government officers on 19 August 2015 which was very well received.	

Code & Title	Status	Progress	Due Date	Comment	Milestone	Due Date	Done	Comment	Assigned To
					Investigate new uses, related costs and eligible funding for Glencairn House (Project No. 11)	31-Mar-2016	Yes	Consultancy Services have explored initial options and produced outline designs for discussion. Pricing for basic refurbishment obtained and funding secured to carry out initial work which is now underway.	
					Enable improvements to Dumbarton Central Railway Station (Project No. 10)	31-Oct-2016	Yes	Dumbarton Stations Improvement Trust has been established to take the project forward. Timescales are subject to their progress. Delays experienced with formation of Trust and engagement with Network Rail.	
					Develop and deliver projects from the Strategy towards the March 2018 target.	31-Mar-2018	No	A number of Strategy projects are progressing including Dumbarton waterfront walkway, Glencairn House, Old Academy Building reuse and Dumbarton Station.	
					Progress new uses for Glencairn House (Project No. 11)	31-Mar-2018	No	A final report has been submitted putting forward layout plans and outline costs for two potential options. Further discussions are taking place with other WDC teams before a report is taken to IRED Committee.	



Code & Title	Status	Progress	Due Date	Comment	Milestone	Due Date	Done	Comment	Assigned To
					Support Lasalle to develop improvements plans for the Artizan Centre (Project No. 4)	31-Mar-2018	No	Lasalle have recently updated officers on their plans reconfigure the northern end of the centre. Further information is awaited.	
					Develop and deliver projects from the Strategy towards the March 2020 target.	31-Mar-2020	No	Progress will be reviewed as projects are developed from the Strategy.	
H/EDSTRATEGY 2/07 Deliver the Mitchell Way Redevelopment Site project in Alexandria Town Centre			31-Mar-2020	Progress has been made in 2016/17 but has been delayed due to CCG taking longer in concluding a deal with Lidl, which have now been completed. This has affected the milestones for submitting planning application and concluding missives. A new action has been created to be taken forward in 2017/18.	Appoint property advisor to assist with site marketing.	27-Aug-2015	Yes	Whitelaw Baikie Figes were appointed after a competitive tender process.	Marnie Ritchie
					Release of Invitation to Tender and Planning Brief to the market and interested bidders.	22-Sep-2015	Yes	The site was marketed from September til mid December 2015.	
					Relocation of long-term leaseholder from Mitchell Way to alternative town centre location.	16-Oct-2015	Yes	The extended time period has due to delays to M&E provision at the newly refurbished premises and securing with leaseholder the necessary sign-off.	
					Offer two opportunities for interested developers to meet with officers to clarify any queries prior to their submissions.	18-Nov-2015	Yes	The first meeting took place on 21 October and a second meeting took place on 18 November.	
					Confirmation of Compulsory Purchase Order for 3rd party land.	30-Nov-2015	Yes	CPO Completed.	
					Return of tenders from interested bidders to WDC.	14-Dec-2015	Yes	Bid received and scored.	


Code & Title	Status	Progress	Due Date	Comment	Milestone	Due Date	Done	Comment	Assigned To
					Report to IRED Committee on outcome of tender process and preferred bidder.	16-Mar-2016	Yes	Preferred bidder was accepted at IRED Committee on 16th March 2016.	
					Appointment of preferred developer.	21-Mar-2016	Yes	The preferred bidder has been informed of the successful outcome of the IRED Committee and have been appointed as preferred developer.	
H/EDSTRATEGY 2/24 Deliver the Mitchell Way Redevelopment Site project in Alexandria Town Centre			31-Mar-2020	A Proposal of Application Notice was submitted to Planning in May 2017. However, the submission of a planning application has been delayed following the results of site surveys and investigations which has required the developer to review their development appraisal.	Submission of planning application by developer.	30-Sep-2017	Yes	A proposal of application notice has been submitted by the developer and a consultation event took place on 21 June 2017.	Marnie Ritchie
					Conclusion of missives between WDC and preferred developer.	30-Nov-2017	No	There has been some delay due to Board approvals required by Lidl. Heads of terms have now been agreed and Legal are progressing with missives. The due date has now been moved from Nov 2016 to Nov 2017.	
					Anticipated site start by developer.	31-Mar-2018	No	This will be confirmed as part of the conclusion of missives.	


Icon	Name
	3.3 Creating an integrated & sustainable transport infrastructure


Code & Title	Status	Progress	Due Date	Comment	Milestone	Due Date	Done	Comment	Assigned To
H/2015/RT/07 Implement the Local Transport Strategy 2013-2018		<div style="width: 100%;"><div style="width: 100%; background-color: #4f81bd; color: white; text-align: center;">100%</div></div>	31-Mar-2016		Implement and report on actions within the Local Transport Strategy 2013-2018	31-Mar-2016	Yes		Raymond Walsh

Icon	Name
	3.4 Developing a modern business infrastructure



Code & Title	Status	Progress	Due Date	Comment	Milestone	Due Date	Done	Comment	Assigned To
H/EDSTRATEGY 2/08 Investigate a Business Improvement District (BID) for Clydebank Business Park		<div style="width: 100%;"><div style="width: 100%; background-color: #4f81bd; color: white; text-align: center;">100%</div></div>	31-Mar-2016	Discussions are taking place between the Chamber of Commerce and the Council to progress.	Appointment of Chamber of Commerce to establish interest in a BID at the Business Park.	15-Oct-2015	Yes	Chamber of Commerce supporting investigative work into establishment of a BID at Clydebank Business Park	Marnie Ritchie
					Run workshop with key potential Business Park Client to determine interest in developing BID	31-Mar-2016	Yes	An initial workshop took place in December 2015 and a follow-up meeting took place 24 March 2016 when it was agreed to consider scoping out wider interest.	
H/EDSTRATEGY 2/09 Develop WDC sites within the Vale of Leven Industrial Estate		<div style="width: 100%;"><div style="width: 100%; background-color: #4f81bd; color: white; text-align: center;">100%</div></div>	31-Mar-2020	The Council's Asset Management and Capital Investment Teams are currently progressing this action and milestones.	Complete Heads of Terms for disposal of Site 5 to Chivas	29-Feb-2016	Yes	Heads of terms have been concluded with Chivas and legals are progressing, concluding missives will take a number of months but within a two year time frame.	Marnie Ritchie

Code & Title	Status	Progress	Due Date	Comment	Milestone	Due Date	Done	Comment	Assigned To
					Investigate and obtain approval to deliver a new depot at VOLIE- ON HOLD	31-Jul-2016	Yes	This project has been put on hold and alternative options being considered.	
H/EDSTRATEGY 2/10 Scope out opportunities for improvement to existing business locations and connections to them		<div style="border: 1px solid black; width: 80px; height: 20px; background-color: #e0e0e0; display: flex; align-items: center; justify-content: center;">33%</div>	31-Mar-2020	A review is currently being undertaken of industrial land and premises within West Dunbartonshire from which there is expected to be a number of recommendations for improvements.	Review opportunities for improvements linked to the Council's existing Disposals Strategy.	01-Nov-2016	Yes	A review of the BID for Clydebank Business Park is being progressed by a working group of Businesses with an anticipated position by the end of 2016.	Marnie Ritchie
					Support other Business Improvement District (BID) opportunities, as they arise.	31-Mar-2020	No	Interest in a BID at Clydebank Business Park has been scoped out.	
					Take forward any actions for improvements in conjunction with Asset Management.	31-Mar-2020	No	Actions will be identified through regular progress meetings.	



Icon	Name
	3.5 Maximising West Dunbartonshire's competitiveness as an investment location

Code & Title	Status	Progress	Due Date	Comment	Milestone	Due Date	Done	Comment	Assigned To
H/EDSTRATEGY 2/11 Support Strathleven Regeneration Community Interest Company (SRCic) and Walker Group to complete the Lomondgate project		<div style="border: 1px solid black; width: 80px; height: 20px; background-color: #e0e0e0; display: flex; align-items: center; justify-content: center;">71%</div>	31-Mar-2020	A further review of Lomondgate Impacts has shown that by April 2017, private sector investment at Lomondgate had passed the £100m and supported 718 FTE jobs and 82 permanent construction jobs.	Prepare a Service Level Agreement between the Council and SRCic for 2015/16.	30-Oct-2015	Yes	These are completed on an annual basis.	Marnie Ritchie
					Engage with SRCic and Walker Group in periodic strategy reviews.	31-Dec-2015	Yes	A first review is anticipated by the end of this calendar year and a second anticipated by December 2017.	


Code & Title	Status	Progress	Due Date	Comment	Milestone	Due Date	Done	Comment	Assigned To
					Include Lomondgate in Council-led investment promotional activities, engagement with investment agencies and in regeneration and infrastructure investment plans.	31-Mar-2016	Yes	Lomondgate has featured as one of West Dunbartonshire's favoured and successful investment locations within the Council's new Economic Development Strategy and related promotional material.	
					Offer a range of Council and working4business partners' support mechanisms to prospective investments	31-Mar-2016	Yes	These have been offered to Euro Garages and will continue to be available to all new clients at the park.	
					Enable the completion of residential development	31-Mar-2017	Yes	The completion of the residential development has been enabled through the planning permission secured. Works have commenced on site during summer 2017 on an additional 58 houses by Taylor Wimpey.	
					Enable the completion of the roadside services	31-Mar-2018	No	SRCic continues to scope out opportunities for this area. 54 additional bedrooms were recently added to the Premier Inn Hotel - providing nearly double the number of rooms previously available.	

Code & Title	Status	Progress	Due Date	Comment	Milestone	Due Date	Done	Comment	Assigned To
					Enable the completion of the business park area.	31-Mar-2020	No	SCRCic continues to scope out opportunities for this area.	
H/EDSTRATEGY 2/12 Promote investment opportunities			31-Mar-2018	Good progress has been made on promoting and developing plans for most of the Council's regeneration sites and strategic disposal sites. Many of the sites require remediation, have a number of constraints or may be in private ownership.	Distribute new Economic Development Strategy brochure as part of promotional campaign.	18-Mar-2016	Yes	Brochure provided to CPP DIG and other partner agencies.	Marnie Ritchie
					Continue to work with Scottish Development International to explore inward investment opportunities, in particular related to the Exxon site	31-Mar-2016	Yes	A meeting took place with SDI to explore opportunities around the Exxon site.	
					Hold annual West Dunbartonshire business events to promote investment opportunities within the area.	29-Sept-2017	Yes	Meet the Buyer and Business Awards events take place which provide promotional opportunities.	
					Prepare Council owned Strategic Sites for marketing to developers and investors.	31-Oct-2017	Yes	Asset Management are leading on marketing specific sites on an ongoing basis.	

Icon	Name
	3.6 Improving the quality and quantity of housing stock

Code & Title	Status	Progress	Due Date	Comment	Milestone	Due Date	Done	Comment	Assigned To
H&E/1718/HS/0 03 More Homes Better Homes West Dunbartonshire – successfully manage the implementation of Council’s New Build Programme		<div style="border: 1px solid black; width: 80px; height: 20px; background-color: #4f81bd; color: white; display: flex; align-items: center; justify-content: center;">40%</div>	31-Mar-2018	Action on Track - Progress updated to each Housing and Communities Committee	Agree Strategic Local Programme with Scottish Government	31-May-2017	Yes	Agreement signed off jointly WDC/Scottish Government	John Kerr
					Develop 5 year council house new build programme	31-Dec-2017	Yes	New Build Programme delivered to Housing and Communities Committee funding in place through HRA capital plan	
					Develop suitable procurement approach to ensure certainty over programme	31-Dec-2017	No	More Homes Delivery team taking forward proposals	
					Completion of Second Avenue/Singer Street Development	31-Jan-2018	No	Development on track	
					Ensure delivery of the Council New Build programme key objectives within 2017/18	31-Mar-2018	No	On track	
H&E/1718/HS/0 06 Deliver new Housing asset Management Strategy		<div style="border: 1px solid black; width: 80px; height: 20px; background-color: #4f81bd; color: white; display: flex; align-items: center; justify-content: center;">66%</div>	28-Feb-2018	Action on track. New strategy is currently at consultative draft stage and will be presented to Housing and Communities Committee in February.	Review current Housing Asset Mangement Strategy	30-Apr-2017	Yes		John Kerr
					Refresh of Housing Management Plan	30-Sep-2017	Yes	Milestone is inclusive of development of new strategy and consultation process	
					Seek approval for new Housing Asset Management Strategy	28-Feb-2018	No	Report due to be submitted to November meeting of Housing and Communities Committee.	

Icon	Name
	3.7 Empowering and engaging with our communities

Code & Title	Status	Progress	Due Date	Comment	Milestone	Due Date	Done	Comment	Assigned To
H/EDSTRATEGY 2/13 Enable community groups to access relevant funding opportunities		<div style="background-color: #4f81bd; color: white; padding: 2px; text-align: center;">100%</div>	31-Mar-2020	Assistance was provided to community groups to obtain £1m from the Scottish Government's Regeneration Capital Grant Fund for the Clydebank Community Sports Hub and a presentation was made to the Dumbarton Town Centre Forum and promotional leaflets distributed to highlight the Dumbarton Town Centre Common Good Fund.	Promote the Scottish Government's Town Centre Challenge Fund.	30-Sep-2015	Yes	The fund was promoted to various groups and West Dunbartonshire Environment Trust were supported in submitting a bid for improvements to Dalmuir.	Marnie Ritchie
					Continue to submit RCGF applications with Community support.	31-Mar-2017	Yes	A successful bid was made for Round 3 RCGF funding for 16/17 for the Clydebank Community Sports Hub. There have been no further calls for RCGF by 31 March 2017 but potential shovel ready projects are being developed.	
					Promote Dumbarton Town Centre Common Good Fund	31-Mar-2017	Yes	The Fund is promoted on an ongoing basis to local groups and was recently promoted at the Dumbarton Town Centre Forum in February 2016.	

Icon	Name
Th	4. Building stronger partnerships and innovative approaches to delivery



Icon	Name
Ob	4.1 West Dunbartonshire Community Planning Partnership

Code & Title	Status	Progress	Due Date	Comment	Milestone	Due Date	Done	Comment	Assigned To
H/EDSTRATEGY 2/14 Community Planning Partnership Delivery and Improvement Group delivery.		<div style="width: 100%;"><div style="background-color: #4F81BD; color: white; text-align: center; padding: 2px;">100%</div></div>	31-Mar-2020		Employability and Economic Growth CPP DIG delivery-establish quarterly meetings	31-Mar-2016	Yes	Support Director in CPP update reports as part of Employability and Economic Growth CPP	Michael McGuinness
					Support Director in CPP update reports as part of Employability and Economic Growth CPP	31-Mar-2016	Yes	On-going involvement is being provided to support the CPP DIG with positive strategic partnership being developed.	

Icon	Name
Ob	4.2 Clyde Valley City Deal

Code & Title	Status	Progress	Due Date	Comment	Milestone	Due Date	Done	Comment	Assigned To
H/EDSTRATEGY 2/15 Clyde Valley City partnership Governance		<div style="width: 100%;"><div style="background-color: #4F81BD; color: white; text-align: center; padding: 2px;">100%</div></div>	31-Mar-2020		Continue to support governance of Clyde Valley City Deal at committees and sub-groups.	31-Mar-2016	Yes	Support is ongoing towards this important City Deal Initiative	Michael McGuinness; Marnie Ritchie
					Work in Partnership with City Deal Authorities to explore opportunities for further partnership working.	31-Mar-2017	Yes	Continued Regional approaches are being considered in particular related to Enterprise and Skills and the Regional Economic Strategy. To be developed further in 2017/18.	

Icon	Name
	4.3 Joint Partnership Working

Code & Title	Status	Progress	Due Date	Comment	Milestone	Due Date	Done	Comment	Assigned To
H/EDSTRATEGY /47 Support Scotland's Developing Young Workforce (DYW)		<div style="background-color: #4f81bd; color: white; padding: 2px; text-align: center;">100%</div>	31-Mar-2020	Continuing to work with SDS and employability team to promote the Foundation Apprenticeships programme.	Through partnership working support improvements in participation rates for 16-19 year olds.	31-Mar-2016	Yes	Service will continue to work with Education and employability service.	Michael McGuinness; Gillian Scholes
					Work with Schools, College and local businesses to promote and support the DYW initiative.	31-Mar-2016	Yes	This will be progressed in 2016/17 once DYW initiative with Education is progressed further.	
					In partnership with SDS and Schools support the Foundation Apprenticeships programme.	31-Mar-2017	Yes	Working with SDS and employability team to promote the Foundation Apprenticeships programme.	
H/EDSTRATEGY 2/16 Explore continued partnership with Working4Business.		<div style="background-color: #4f81bd; color: white; padding: 2px; text-align: center;">100%</div>	30-Mar-2020	The working4Business Business Awards will be held in Clydebank Town Hall on 31 May 2017. Sponsorship has been secured and award winners will be announced on the night. Tickets for the event are nearly sold out.	Delivery the Working4Business event in Clydebank	04-Nov-2015	Yes	Completed successfully, good partnership participation, however business attendance was less than anticipated.	Michael McGuinness; Gillian Scholes
					Explore opportunities for working more closely with stakeholders within working4Business	31-Mar-2016	Yes	Continuing to promote initiative with partners and raise profile across the businesses community.	
					Explore delivery of Business Awards in partnership with working4Business	31-Mar-2017	Yes	Sponsorship secured and awards ran on 31 May 2017. This was delivered successfully and planned awards for 27 April 2018 are being progressed.	

WEST DUNBARTONSHIRE COUNCIL

Report by Strategic Lead –Regeneration

Infrastructure, Regeneration & Economic Development: 22 November 2017

Subject: Regeneration Delivery Plan 2017/18: Mid-Year Progress Report

1 Purpose

- 1.1 The purpose of this report is to set out the mid-year progress of the Regeneration Delivery Plan 2017/18 actions.

2 Recommendations

- 2.1 It is recommended that the Committee notes the contents of this report and the progress achieved at mid-year.

3 Background

- 3.1 As has previously been reported, each Strategic Lead has in place a strategic Delivery Plan which sets out actions to address the key issues identified as part of the strategic assessment and planning process. Delivery Plans also provide an overview of the assets and resources, including employees and budgets, available to the Strategic Service Area in delivery of the plan and considers the risks at strategic and service level.
- 3.2 The Regeneration Delivery Plan 2017/18 was approved by this committee on 21 June 2017 and a commitment was made to submit a mid-year progress report.

4 Main Issues

Delivery Plan

- 4.1 The Regeneration plan contains a range of actions designed to support delivery of the strategic priorities of the council. At this mid-point of the year 12 actions set out in the delivery plan are showing progress with 1 action still to be progressed.
- 4.2 Also included in the plan are 13 performance indicators of which 5 are monitored on a quarterly basis.
- 4.3 Of the 5 indicators monitored quarterly, 1 has achieved its target in Q1&2, 3 only just missed their target for both quarters and 1 did not achieve the target set. Appendix 1 sets out the progress of all delivery plan actions and those performance indicators monitored quarterly.

- 4.4 An annual progress report on the delivery plan, including performance indicators and risks, will be submitted to committee at year end.

Self-Evaluation Programme

- 4.5 In 2016 the Council agreed a three year self-evaluation programme using the West Dunbartonshire Self-Evaluation Framework. This framework utilises a checklist approach, implemented through an online survey. Over the three year programme, all Council services that are not subject to an external evaluation will undertake self-evaluation. In the first year 11 self evaluations were carried out and 12 are planned for the second year.
- 4.6 Within the Regeneration service area, one self-evaluation was carried out in the first year with the Regeneration and Business Support team. The team has an action plan to address the identified areas of improvement. In the second year, one service will carry out a self evaluation, the Estates team.

Customer Feedback – Complaints

- 4.7 A key focus in the development of the strategic delivery plans was ensuring that we capture learning from the range of mechanisms that provide customer feedback. Central to this approach is ensuring we capture learning and make improvements to service delivery based on complaints.
- 4.8 Between 1 April and 30 June this year, the Regeneration service area received a total of 40 complaints, of which 36 were Stage 1 complaints and 4 were Stage 2 complaints. During the same period, 38 complaints were closed, 35 at Stage 1 and 3 at Stage 2.
- 4.9 71% of complaints closed at Stage 1 met the 5 working days target for resolving complaints. Of the 35 complaints closed at Stage 1, 19 were upheld. Of the 3 complaints closed at Stage 2, one was upheld.
- 4.10 Between 1 July and 30 September, the Regeneration service area received a total of 39 complaints, of which 33 were Stage 1 complaints and 6 were Stage 2 complaints. During the same period 38 complaints were closed, 34 at Stage 1 and 4 at Stage 2. 73% of complaints closed at Stage 1 met the 5 working days target. Of the 34 complaints closed at Stage 1, 14 were upheld. During the same timescale 4 complaints were closed at Stage2 and 2 complaints were upheld.

5. People Implications

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

6 Financial & Procurement Implications

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

7 Risk Analysis

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

8 Equalities Impact Assessment

- 8.1** As this report details progress on an action plan already agreed, there is no requirement for equalities screening or impact assessment.

9 Consultation

- 9.1** This report provides an update on the progress achieved across the strategic area, drawing from information provided by officers.

10 Strategic Assessment

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

Jim McAloon
Strategic Lead - Regeneration
Date: 20 October 2017


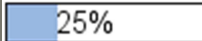





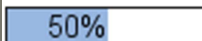

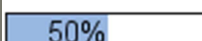
Person to Contact: Jan McKinley, Business Partner- Performance & Strategy
Tel: (5) 6983
E-mail: Jan.McKinley@west-dunbarton.gov.uk


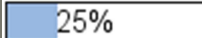

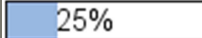



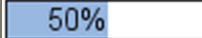
Appendix: Appendix 1: Regeneration Delivery Plan 2017/18 - Mid-Year Progress


Background Papers: None


Wards Affected: All wards

Appendix 1 - Regeneration Delivery Plan 2017/18 – Mid Year Progress

Priority 1 Social Mission					
Action Title	Status Icon	Status Progress Bar	Dates Due Date	Notes & History Latest Note	Ownership Assigned To
Commercialise the Housing DLO by identifying external clients and contracting for additional works			31-Mar-2018	Action on tract with 1 of 4 milestones complete. Additional works have been identified and year to date there has been an increase in the value and level of work completed for external client groups.	Martin Feeney
Continue to grow Building Services by increasing income to support front line services.			31-Mar-2018	Action is on track with 2 of 4 milestones complete. We are now completing projects for most of WDC strategic areas and sections with responsibility for the maintenance and improve of Council assets. Building Services order book has increased year to date in comparison with 2016/2017.	Martin Feeney
Deliver savings through effective management of the Council's Asset Management Strategy			31-Mar-2018	On track to be delivered as planned	Stuart Gibson
Develop and implement Community Asset Transfer Policy			31-Mar-2018	Potential properties and disposals are discussed at the Strategic Asset Management Group and a report on the overall Disposal Strategy has been prepared for IRED Committee in November. The Community Asset Transfer policy has been shared with a number of groups since approval by committee and further work is progressing on linking this activity to the overall disposal strategy.	Stuart Gibson
Deliver the allocated General Services investment programme project scheduled for delivery in 2017/18			31-Mar-2018	On track to be delivered as planned	Craig Jardine





Action Title	Status Icon	Status Progress Bar	Dates Due Date	Notes & History Latest Note	Ownership Assigned To
Continue the development of Queens Quay DHN			31-Mar-2018	The Development of the District Heating Network at Queens Quay is progressing with the design of the system and energy centre location having been agreed. Further detailed design works and linkages with the Infrastructure works as part of the Queens Quay project are being progressed. Works on Basin and Roads works will commence late in 2017.	Michael McGuinness
Deliver key projects from the Regeneration Fund			31-Mar-2018	Committee previously agreed notional allocations towards four key projects. An update report was provided on 21 June 2017. The Connecting Clydebank (£2.3m) and Balloch Village Squares (£1.2m) projects are at detailed design and consultation stage. The Dumbarton Walkway project (£1.5m) is at procurement development stage and the Bowling Basin project (£2m) is at financial appraisal stage.	Michael McGuinness
Ensure the Council's Housing stock progresses towards the achievement of the energy efficiency standard for social housing by 2020			31-Mar-2018	<p>2017/18 programme of works is underway and progressing incrementally albeit experiencing delays in connection with staff resources and back-up contractor delivery.</p> <p>A progress update report has been submitted to H&CC, 1st Nov for review.</p> <p>Progress to date has been impacted by Building Warrant approvals and commencement of work by Building Services and their back up contractors.</p> <p>These delays will impact on overall planned spend and completion of planned work.</p> <p>Current forecast spend is £0.800m from a £4.060m budget. Alternative options for delivery are being investigated to improve progress.</p>	Alan Young
Deliver the HRA Capital Investment programme for 2017/18			31-Mar-2018	<p>2017/18 programme of works is underway and progressing incrementally.</p> <p>A progress update report has been submitted to H&CC, 1st Nov for review.</p> <p>Spend to date at Q2 is £6.300m representing 20% of overall budget</p> <p>Forecast outturn is £21.800m</p> <p>Forecast variance is £7.000m</p>	Alan Young

Action Title	Status Icon	Status Progress Bar	Dates Due Date	Notes & History Latest Note	Ownership Assigned To
Conclude the agreement on the site transfer from ExxonMobil to the Council		<div style="border: 1px solid black; width: 100px; height: 20px; display: flex; align-items: center; justify-content: center;">0%</div>	31-Dec-2017	Exxon have not yet completed their remediation strategy and therefore have not shared their approach with the appropriate regulatory bodies. As a result we cannot progress the land sale at the moment.	Jim McAloon


Performance Indicator	2016/17		Q1 2017/18	Q2 2017/18		2017/18	Assigned To
	Value	Target	Value	Value	Target		
Number of businesses given advice and assistance to start up through Business Gateway	194	200	43	46	50		Gillian Scholes

Priority 2 Organisational Capabilities

Action Title	Status Icon	Status Progress Bar	Dates Due Date	Notes & History Latest Note	Ownership Assigned To
Develop, implement and evaluate a local action plan, in line with the Council's employee wellbeing strategy		<div style="border: 1px solid black; width: 100px; height: 20px; display: flex; align-items: center; justify-content: center;">50%</div>	31-Mar-2018	Our local plan will support the implementation of the Council's Employee Wellbeing Strategy	Jim McAloon
Support implementation of Be the Best conversations through role modelling best practice, clear communications, and providing regular encouragement for all service areas to ensure Be the Best conversations are taking place for all employees.		<div style="border: 1px solid black; width: 100px; height: 20px; display: flex; align-items: center; justify-content: center;">66%</div>	31-Mar-2018	We will continue to support managers and employees to embed the Council's new Be The Best Conversations within Regeneration	Jim McAloon

Performance Indicator	2016/17		Q1 2017/18	Q2 2017/18			2017/18	Assigned To
	Value	Target	Value	Value	Target	Status	Target	
Average length of time taken to complete emergency repairs	3.91	3.8	3.78	3.4	3.8		3.8	Martin Feeney
Average time taken to complete non-emergency repairs	7.17	8	7.98	8.13	6.8		6.8	Martin Feeney
Percentage of reactive repairs carried out completed right first time	87.81%	95%	88.51%	86.35%	94.8%		94.8%	Martin Feeney
Percentage of repairs appointments kept	85.39%	96.6%	86.5%	87.6%	94.3%		94.3%	Martin Feeney

Priority 3 Legitimacy and Support

Action Title	Status Icon	Status Progress Bar	Dates Due Date	Notes & History Latest Note	Ownership Assigned To
Ensure a consistent and robust approach to customer service improvement across the strategic area		<div style="border: 1px solid black; padding: 2px; display: inline-block;">33%</div>	31-Mar-2018	Action progressing as planned for delivery by March 2018. We review all management information to ensure continuous improvement across all services.	Jim McAloon

WEST DUNBARTONSHIRE COUNCIL**Report by Strategic Lead – Environment & Neighbourhood****Infrastructure, Regeneration & Economic Development: 22 November 2017**

Subject: Environment & Neighbourhood Delivery Plan 2017/18: Mid-Year Progress

1 Purpose

- 1.1** The purpose of this report is to set out the progress of the Environment & Neighbourhood Delivery Plan at mid-year.

2 Recommendations

- 2.1** It is recommended that the Committee notes the content of this report and the progress achieved at mid-year.

3 Background

- 3.1** Each Strategic Lead developed a delivery plan for 2017/18 which sets out actions to address the key issues identified in the planning process, provides an overview of its services and resources, including employees and budgets, and considers the relevant risks.
- 3.2** The Environment & Neighbourhood Delivery Plan was approved by Infrastructure, Regeneration and Economic Development Committee on 21 June 2017 with a commitment to submit a mid-year progress report.

4 Main Issues

- 4.1** Appendix 1 sets out the progress of the delivery plan at mid-year. Eight of the 21 actions are already complete with the remaining 13 in progress and due to be completed by the target dates specified. Quarterly monitored performance indicators are also included in Appendix 1.
- 4.2** An annual progress report on the delivery plan, including all performance indicators and risks, will be submitted to committee at year end.
- 4.3** Absence was 2.88 days per FTE employee in the first quarter of 2017/18, up 13.8% from 2.53 in the same quarter last year. Absence has improved in Q2 at 2.12 days, a 3.9% reduction from 2.21 in the same quarter last year.
- 4.4** The Council agreed a three year self-evaluation programme using a checklist approach that is implemented through an online survey. Over the three year programme, all Council services that are not subject to external evaluation will undertake self-evaluation.

- 4.5** The first self-evaluation within Environment & Neighbourhood is scheduled for November 2017 with Facilities Management.
- 4.6** A key focus in the development of the delivery plans was ensuring that customer feedback informs learning and improvement. This feedback comes from a range of mechanisms including complaints data and a monthly residents' telephone survey.
- 4.7** Environment & Neighbourhood services are involved in millions of service interactions. Every quarter, for example, there are over 1 million bin collections. The scale of Environment & Neighbourhood interactions provides important context to the complaints data that follows.
- 4.8** Between 1 April and 30 September this year, Environment & Neighbourhood received a total of 77 complaints, comprising 74 Stage 1 and 3 Stage 2 complaints. During the same period, 76 complaints were closed, 74 at Stage 1 and 2 at Stage 2.
- 4.9** 66% of complaints closed at Stage 1 met the 5 working days target for resolving complaints, with an average of 7.5 days for all complaints closed at Stage 1. Both complaints closed at Stage 2 were resolved within the 20 working days target, with an average of 10.5 days.
- 4.10** Of the 74 complaints closed at Stage 1, 49 (66%) were upheld, while 1 of the 2 complaints closed at Stage 2 was upheld.
- 4.11** A monthly telephone survey of 100 residents is carried out to gauge satisfaction levels with a range of Council services. Within Environment & Neighbourhood, street cleaning, waste services, roads maintenance, and leisure and community centres are all covered by the telephone survey.
- 4.12** In the second quarter of 2017 (1 July to 30 September) all four services recorded higher satisfaction rates than the previous quarter, with leisure and community services recording the highest improvement, up four percentage points.
- 4.13** Satisfaction with street cleaning was 77%, up from 74% the previous quarter but slightly below 83% satisfaction recorded in 2016.
- 4.14** Satisfaction with waste services remains high at 97%, up from 96% the previous quarter. This compares favourably with 92% satisfaction recorded in 2016.
- 4.15** Satisfaction with roads maintenance was 32%, up from 31% the previous quarter but below 40% satisfaction recorded in 2016.
- 4.16** Satisfaction with leisure and community centres was high at 97%, up from 93% the previous quarter. It compares favourably with 87% satisfaction recorded in 2016.

5 People Implications

5.1 There are no people implications arising from this report.

6 Financial & Procurement Implications

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

7 Risk Analysis

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

8 Equalities Impact Assessment

8.1 As this report details progress on a delivery plan already agreed, there is no requirement for equalities screening or impact assessment.

9 Consultation

9.1 This report provides an update on the progress achieved across the strategic area, drawing from information provided by officers.

10 Strategic Assessment









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

Ronnie Dinnie
Strategic Lead – Environment & Neighbourhood
Date: 26 October 2017





Person to Contact:	Lynn Henderson, P&S Business Partner E-mail: lynn.henderson@west-dunbarton.gov.uk
Appendix:	Appendix 1: Environment & Neighbourhood Delivery Plan 2017/18 - Mid-Year Progress
Background Papers:	None
Wards Affected:	All wards

Appendix 1: Environment & Neighbourhood 2017/18 Delivery Plan – Mid-year Progress

1 Social Mission






 Improve local housing and environmentally sustainable infrastructure					
Action	Status	Progress	Due Date	Comment	Assigned To
E&N/1718/F&W/001 Implement actions to support residents in recycling more of their waste in order to reduce the cost of landfill disposals		<div style="width: 100%;"><div style="width: 100%; background-color: #4F81BD; color: white; text-align: center;">100%</div></div>	31-Mar-2018	Using the results of the residual waste analysis carried out in 2016/17, a targeted householder communications campaign commenced in October for locations where householder participation in utilising the recycling services provided requires to improve. The identified locations for the campaign are Faifley, Haldane, Renton and Whitecreek.	Rodney Thornton
E&N/1718/F&W/002 Develop service delivery options that are compliant with of the Charter for Household Recycling in Scotland's Code of Practice		<div style="width: 33%;"><div style="width: 33%; background-color: #4F81BD; color: white; text-align: center;">33%</div></div>	31-Mar-2018	Three Code of Practice compliant options have been identified and costed. The options are currently being reviewed by the Strategic Lead prior to opening discussions on the options with Zero Waste Scotland.	Rodney Thornton
E&N/1718/GS/001 Implement actions to address the changes introduced by the Community Empowerment (Scotland) Act 2015 in relation to allotments		<div style="width: 33%;"><div style="width: 33%; background-color: #4F81BD; color: white; text-align: center;">33%</div></div>	31-Mar-2018	Site investigations have been completed for all sites identified as potential allotments.	Ian Bain
E&N/1718/R&T/001 Implement actions to address the impact of climate change		<div style="width: 50%;"><div style="width: 50%; background-color: #4F81BD; color: white; text-align: center;">50%</div></div>	31-Mar-2018	Installation of LED lights has been completed.	Raymond Walsh
E&N/1718/SLA/001 Review Asset Management for Open Spaces, Road and Fleet		<div style="width: 33%;"><div style="width: 33%; background-color: #4F81BD; color: white; text-align: center;">33%</div></div>	31-Mar-2018	The Vehicle Fleet Asset Management Plan has resulted in the Council increasing fleet and removing hired fleet, offering better value for money.	Ian Bain; Rodney Thornton; Raymond Walsh
E&N/1718/L&F/001 Implement actions to improve participation rates in sports facilities and impact positively on cost per attendance		<div style="width: 66%;"><div style="width: 66%; background-color: #4F81BD; color: white; text-align: center;">66%</div></div>	31-Mar-2018	Participation rates are improving following the opening of Clydebank Leisure Centre which will have a positive impact on cost per attendance.	Lynda Dinnie
E&N/1718/L&F/002 Assist in the development of the Early Years Strategy in relation to facility management input to existing and new premises		<div style="width: 66%;"><div style="width: 66%; background-color: #4F81BD; color: white; text-align: center;">66%</div></div>	31-Mar-2018	Early Years Strategy now developed with input from Facilities Management who will continue to support the process.	Lynda Dinnie

Ob	Improve the well being of communities and protect the welfare of vulnerable people
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Performance Indicator	Q1 2017/18			Q2 2017/18			2017/18	Mid-year progress note:
	Value	Target	Status	Value	Target	Status	Target	
SCC1 CC1: Number of attendances per 1,000 population to all pools	1,193	1,209		1,295	1,369		4,837	Quarterly figures are just below targets but above previous year. Swims at Clydebank Leisure Centre up by 28% compared to previous year. General swims at the Vale of Leven Swimming Pool and Meadow Centre decreased slightly. A review of the pool programmes at each centre is being carried out to ensure a balanced programme for both casual and club users.
SCC2 CC2: Number of attendances per 1,000 population for indoor sports and leisure facilities	1,469	1,782		1,531	1,576		6,853	Quarterly figures are below targets but above previous year. Promotions are being run over the next 2 quarters which should increase usage. Gym attendances are higher at all three leisure centres with Clydebank Leisure Centre showing a 225% increase over the previous year. Health suite usage also shows an increase. A new app for smartphones is being developed and should launch in the coming weeks which will make it easier for customers to book classes and other activities online from their phones.

2 Organisational Capabilities

Ob	Committed and dynamic workforce
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Action	Status	Progress	Due Date	Comment	Assigned To
E&N/1718/SLA/002 Set out and communicate the strategic direction for all staff		<div style="width: 100%;"><div style="background-color: #4F81BD; height: 10px; width: 100%;"></div></div> 100%	31-Mar-2018	Strategic direction agreed by management team and communicated to staff.	Ronnie Dinnie
E&N/1718/SLA/003 Undertake "back to the floor" visits		<div style="width: 100%;"><div style="background-color: #4F81BD; height: 10px; width: 100%;"></div></div> 100%	31-Mar-2018	Three 'back to the floor' visits completed within Waste Services, Greenspace and Facilities Management.	Ronnie Dinnie
E&N/1718/SLA/004 Develop fit for purpose structures for strategic area		<div style="width: 50%;"><div style="background-color: #4F81BD; height: 10px; width: 50%;"></div></div> 50%	31-Mar-2018	A detailed Business Plan for shared services has been produced. If agreed by Council, structure changes arising from the Plan will be implemented.	Ronnie Dinnie
E&N/1718/SLA/005 Develop, implement and evaluate a local action plan, in line with the Council's employee wellbeing strategy		<div style="width: 50%;"><div style="background-color: #4F81BD; height: 10px; width: 50%;"></div></div> 50%	31-Mar-2018	Our local plan will support the implementation of the Council's Employee Wellbeing Strategy.	Ronnie Dinnie
E&N/1718/SLA/006 Support implementation of Be the Best conversations through role modelling best practice, clear communications, and providing regular encouragement for all service areas to ensure Be the Best conversations are taking place for all employees		<div style="width: 100%;"><div style="background-color: #4F81BD; height: 10px; width: 100%;"></div></div> 100%	31-Mar-2018	Be the Best Conversations have been implemented across Environment & Neighbourhood and we will continue to support this process going forward.	Ronnie Dinnie

Ob	Strong Corporate Governance
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Action	Status	Progress	Due Date	Comment	Assigned To
E&N/1718/SLA/014 Implement customer services improvement actions		<div style="width: 50%;"><div style="background-color: #4F81BD; height: 10px; width: 50%;"></div></div> 50%	31-Mar-2018	Service users' feedback, gathered from a range of mechanisms including complaints data, is considered at monthly management team meetings to identify patterns and implement improvement actions where necessary.	Ronnie Dinnie

Ob	Strong financial governance and sustainable budget management
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Action	Status	Progress	Due Date	Comment	Assigned To
E&N/1718/SLA/007 Develop and implement actions to address financial challenges		<div style="border: 1px solid black; width: 80px; height: 20px; background-color: #e0e0e0; display: flex; align-items: center; justify-content: center;">50%</div>	31-Mar-2018	Greenspace restructure has been completed.	Ronnie Dinnie
E&N/1718/SLA/008 Maximise external funding opportunities		<div style="border: 1px solid black; width: 80px; height: 20px; background-color: #e0e0e0; display: flex; align-items: center; justify-content: center;">100%</div>	31-Mar-2018	Successful applications were made to SportScotland (£500k), Heritage Lottery Fund (£2.3m), and the Scottish Government's Regeneration Capital Grant Fund (£1m), a total of £3.8m.	Ronnie Dinnie
E&N/1718/SLA/009 Develop proposals for management adjustments 2018/19 and 2019/20 to meet financial pressures		<div style="border: 1px solid black; width: 80px; height: 20px; background-color: #e0e0e0; display: flex; align-items: center; justify-content: center;">100%</div>	31-Mar-2018	Proposals submitted for discussion and consultation.	Ronnie Dinnie
E&N/1718/SLA/010 Develop savings options with fully defined/explained and costed options for approval by elected members		<div style="border: 1px solid black; width: 80px; height: 20px; background-color: #e0e0e0; display: flex; align-items: center; justify-content: center;">100%</div>	31-Mar-2018	Proposals submitted for discussion and consultation.	Ronnie Dinnie
E&N/1718/SLA/011 Monitor management adjustments for 2017/18 to ensure successful delivery of options		<div style="border: 1px solid black; width: 80px; height: 20px; background-color: #e0e0e0; display: flex; align-items: center; justify-content: center;">100%</div>	31-Mar-2018	Management adjustments delivered and on track.	Ronnie Dinnie
E&N/1718/SLA/013 Monitor financial performance throughout 2017/18		<div style="border: 1px solid black; width: 80px; height: 20px; background-color: #e0e0e0; display: flex; align-items: center; justify-content: center;">50%</div>	31-Mar-2018	Budgetary Control Reports to period 6 reviewed.	Ronnie Dinnie
E&N/1718/SLA/017 Maximise procurement benefit		<div style="border: 1px solid black; width: 80px; height: 20px; background-color: #e0e0e0; display: flex; align-items: center; justify-content: center;">0%</div>	30-Sep-2018	The milestones for this action are not yet due. We will develop a Minor Civil Framework by the end of February 2018 and work with corporate procurement to identify and deliver a pipeline of contracts by March 2018 and into 2018/19.	Ronnie Dinnie

3 Legitimacy and Support

Ob	Constructive partnership working and joined up service delivery
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Action	Status	Progress	Due Date	Comment	Assigned To
E&N/1718/SLA/016 Roads Shared Service - Develop the shared service approach for service delivery		<div style="border: 1px solid black; width: 80px; height: 20px; background-color: #e0e0e0; display: flex; align-items: center; justify-content: center;">60%</div>	31-Mar-2018	The development of the shared service detailed business plan is complete. Following further consultation with trades unions, it will be submitted to Council in December for consideration and approval prior to submission to shared service Joint Committee. There have been a number of workshops to option appraise the specific delivery model that would best deliver resilience and efficiency. The project is still on target for its completion date with three of the five milestones concluded.	Ronnie Dinnie

WEST DUNBARTONSHIRE COUNCIL**Report by Strategic Lead Environment and Neighbourhood****Infrastructure, Regeneration and Economic Development Committee:
22 November 2017**

Subject: Annual Performance of West Dunbartonshire Leisure Trust for year to 31 March 2017

1. Purpose

- 1.1** The purpose of this report is to update Members on the annual performance of West Dunbartonshire Leisure Trust (the Trust) during the period 01 April 2016 to 31 March 2017.

2. Recommendations

- 2.1** The Committee is invited to consider and note the contents of this annual performance report.

3. Background

- 3.1** West Dunbartonshire Leisure Trust (the Trust) is a company limited by guarantee with charitable status. In addition to being regulated by the Companies Act (2006), the company is also subject to the charities regulator in Scotland, OSCR (Office of the Scottish Charity Regulator).
- 3.2** West Dunbartonshire Leisure Trust was incorporated as a company in December 2011 and started trading on 5th April 2012.
- 3.3** There are nine members of the company who serve as trustees comprising of three (3) West Dunbartonshire Councillors (Partner Trustees), an Employee Representative Trustee and five (5) Independent Trustees. The board of Trustees (who are also directors of West Dunbartonshire Leisure Trust for the purposes of company law) has control of the company subject to providing and operating the services in accordance with the Legal Agreement reached with West Dunbartonshire Council and provides strategic direction to the General Manager and his Management Team.
- 3.4** West Dunbartonshire Leisure Trust is responsible for the strategic and operational management of West Dunbartonshire Council's Sport and Leisure Facilities, Community Facilities, Sports Development, Active Schools and for event delivery on behalf of the Council. The Trust took on responsibility for operation of the Outdoor Recreation Service in April 2017 therefore performance in this regard will not be covered within this report.

3.5 West Dunbartonshire Leisure Trust has the following Company Objects which are outlined in the company's Articles of Association:

- to advance public participation in sport;
- to provide recreational facilities, and organise recreational activities with such facilities and activities being made available to members of the public at large with the object of improving their conditions of life;
- to advance education;
- to advance health;
- to advance citizenship and/or community development (which may include the promotion of civic responsibility, volunteering, the voluntary sector and/or the effectiveness or efficiency of charities);
- to relieve those in need by reason of age, ill health, disability, financial hardship or other disadvantage; and
- to promote, establish, operate and/or support other similar schemes and projects which further charitable purposes.

3.6 Services Agreement

3.6.1 In order to ensure that the Council meets its obligations to ensure that there is adequate provision of facilities for the residents of the area for recreational, sporting, cultural and social activities in terms of Section 14 of the Local Government and Planning (Scotland) Act 1982, there is a Services Agreement in place between the Council and the Leisure Trust.

3.6.2 Within the Services Agreement the Trust is appointed as the Council's service provider. The agreement provides for the maintenance and management of the sports and leisure facilities owned by the Council and leased to the Trust and for delivery of the Council's Outdoor Events programme, Active Schools programme and Sports Development service ("the Services").

3.6.3 The Services Agreement has recently been reviewed to incorporate the provision of Outdoor Recreation Services which were transferred to the Trust in April 2017.

3.6.4 The Trust is paid a Management Fee for delivery of the Services through an annual Funding Commitment. The Funding Commitment is calculated based on an annual Business Plan, which the Trust and Council agree, which sets out the resources required by the Trust to deliver the Services. The Services Agreement provides for a review of the Business Plan in the event that any unforeseen costs arise for the Trust, or if the Council's budget is reduced and it must implement efficiency measures in its services.

4. Main Issues

- 4.1 Council Officers work closely with the Trust to ensure that the organisation delivers services in line with the agreed business model and that performance is in line with the Services Agreement and Performance Measures which are agreed. The relationship between the Trust and the Council is clearly laid out within the Services Agreement however a process of monitoring performance of the Leisure Trust is also required.
- 4.2 Monitoring of the Trust's performance takes place at regular monitoring meetings held between Council officers and Trust management. Monitoring takes the form of:-
- a) Achievement of performance against pre-agreed indicators and targets.
 - b) Monitoring of financial performance by analysing income and expenditure information as compared against the agreed annual budgets and monthly spends profiles.
 - c) Discussion relating to ongoing matters and service developments.
- 4.3 Originally 17 Performance Indicators were agreed between West Dunbartonshire Leisure Trust and the Council however this has subsequently risen to 28 due to the development of further indicators.
- 4.4 All Scottish Charities (Trusts) are required by law to prepare annual accounts and submit these to Companies House and to the Office of the Scottish Charity Regulator (OSCR). West Dunbartonshire Leisure Trust complies with this requirement and their audited accounts are submitted accordingly. A copy of the accounts can be found within the Trust's Annual Report which is available to download from the Council's website.
- 4.5 This performance report is based on activities during the year 01 April 2016 - 31 March 2017. The Play Drome Leisure Centre closed on 26th Feb 2017 and the new Clydebank Leisure Centre opened on 31 March 2017. There was therefore a period of 32 days when there was no main Leisure Centre operation in Clydebank and this will have impacted upon performance data.
- 4.6 In line with its objectives, the Trust has successfully developed and delivered a number of ongoing initiatives designed to promote participation in sport and leisure activities and to improve health and wellbeing within the community:-
- a) West Dunbartonshire Leisure's **Sports Development team** is focused on widening opportunities for all residents to participate in school, club and community sport, while also supporting individuals to develop their performance to a level that they aspire.

This is delivered through the following five areas of development that are linked and interdependent and complete West Dunbartonshire's Quality Sporting System:

- School & Community Sport
- Club Sport
- Coaching & Volunteering
- Sports Events
- Sports Facilities

These key areas of development have the ability to enhance all sports in West Dunbartonshire; however the service has a specific focus on developing swimming, football, athletics, gymnastics, badminton, hockey and basketball. In addition, high profile generic initiatives include disability sport, early year's fundamental sport and Community Sports Hubs.

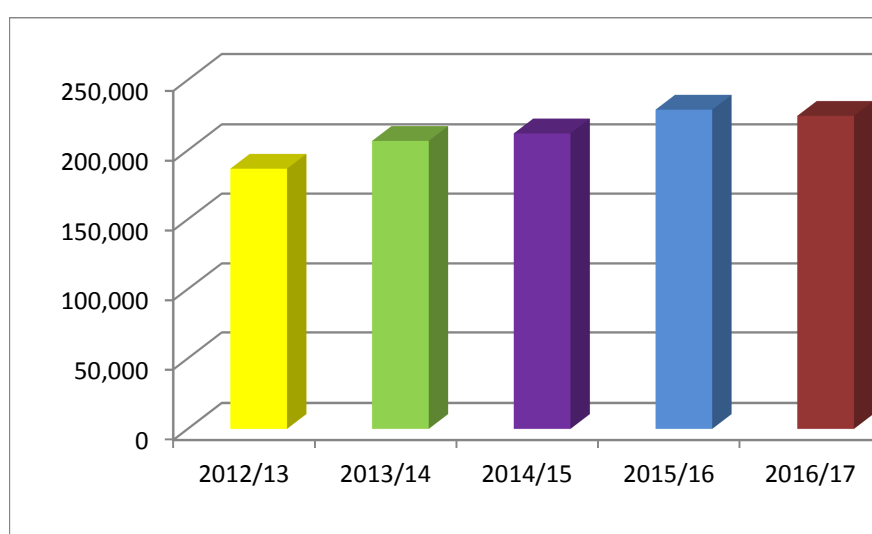
Table 1 shows 224,000 attendances at Sports Development Programmes in 2016/17 which is a **1.9% decrease** from 2015/16.

The closure of the Play Drome prior to the opening of the new Clydebank Leisure Centre resulted in a loss of service in the Clydebank area for approx. 5 weeks and this is the main reason for this reduction. There has been no reduction in service provision; in fact the number of available programmes has increased.

It is expected that Sports Development will experience further growth in 2017/18 with the provision of the new Clydebank Leisure Centre.

Table 1

Attendances at Sports Development Programmes for the last five years	
2016/17	224,457
2015/16	228,854
2014/15	211,982
2013/14	206,645
2012/13	186,896



b) **Disability Sport**

The Trust works closely with groups and organisations supporting Disability Sport. Some examples of the successful disability sport and leisure projects in 2016/17 are as follows:

- Sports Development supported a funding application to Children In Need for Dunbartonshire Disability Sports Club, which was successful in being awarded £48,000. In addition, WD Leisure’s Sports Development Coordinator worked in partnership with Dunbartonshire Disability Sports Club to develop a Sports Leaders Award programme for young people affected by disability. The aim of the programme is to provide young people with the skills required to assist the lead sports coaches in the delivery of high quality sport and physical activity sessions for children that are affected by disability.
- West Dunbartonshire Leisure Trust’s disability officer supported Dunbartonshire Disability Sports Club to secure £12,400 funding package to organise a Sports Stars Apprenticeship Scheme. The Sports Stars Apprenticeship Scheme is a training programme for young people with additional support needs. It provides a platform for young people to learn sports leadership skills, to gain National Governing Body qualifications and to experience working in a sporting environment over a period of one year.
- Sports Development has now established a 4th Community Sports Hub project that focuses on disability sport. This project will see local disability sports clubs and organisation working together to enhance disability sport and leisure opportunities in West Dunbartonshire.

Table 2 shows a 3.8% increase in the number of participants taking part in Sports Development led projects that target disabled people since 2015/16.

Table 2

	2012/13	2013/14	2014/15	2015/16	2016/17	Variance
Disability Sport						
Number of participants taking part in Sports Development led projects that target disabled people.	1,954	3,422	3,398	3,671	3,812	3.8%

- c) **Community Sports Hubs** – The Community Sports Hub project continued to thrive in 2016/17. West Dunbartonshire Leisure Trust is recognised by **sportscotland** as a leading organisation/local authority in the development of Community Sports Hubs across Scotland.

The Sports Development team has led and supported the creation of four Community Sports Hub's within West Dunbartonshire.

The first Hub created was Clydebank Community Sports Hub (CCSH) and it is now one of Scotland's leading Community Sports Hubs. In partnership with West Dunbartonshire Council, the CCSH and WD Leisure have secured investment totalling £3.5m. This is a significant achievement and West Dunbartonshire Council is now leading on the delivery of the facility development in Whitecrook in partnership with CCSH and WDLT.

The other Community Sports Hubs are Loch Lomond Water Sports Hub (LLWSH), the D-Unit Combat Sports Hub and West Dunbartonshire Disability Sports Hub.

The Sports Development team supported the D-Unit Combat Sports Hub in their successful application for a grant of £125,000 from the WDC Community Sports Fund for a project that will develop a new combat sports facility in the Vale of Leven industrial estate.

d) **Swimming Development**

The Trust's Swimming Development Team has substantially increased the number of swimming lessons available in the Learn to Swim Scheme by introducing the new National Framework at all three sites. Participation is down however, in 2016/17 due to the gap in provision between the closure of the Play Drome and opening of the new Clydebank Leisure Centre. It is expected that participation will increase in 2017/18 as a result of the full implementation of the new framework which makes better use of the pool space available and given that there continues to be a demand for more swimming lessons.

WD Leisure is currently working on the creation of an Aquatics Strategy that will provide the direction required to further enhance swimming activity across West Dunbartonshire.

Participation within the Learn to Swim Scheme has decreased by 4.7% since 2015/16 as can be seen from Table 3.

Table 3

Learn to Swim	2012/13	2013/14	2014/15	2015/16	2016/17	Variance from 2015/16
The number of attendances on our learn to swim programmes	77,688	83,981	82,467	91,152	86,894	- 4.7%

e) **Active Schools West Dunbartonshire**

Mainly funded by **sportscotland**, **Active Schools West Dunbartonshire** is part of a national network of staff working across Scotland to provide more, and higher quality, opportunities for children and young people to participate in sport before, during and after school.

Key areas of work include:

- Volunteer recruitment, development and retention (including young sports leaders).
- Provision of sport sessions before school, at lunchtimes and after school in all primary and secondary schools.
- Sports festivals.
- Programmes aimed at particular target groups e.g. girls & young women, young people with a disability.
- School to sports club/community sports links.
- Inspirational programmes linked to London 2012, Glasgow 2014 and Ryder Cup 2014.
- **sportscotland** led initiatives e.g. Positive Coaching Scotland.

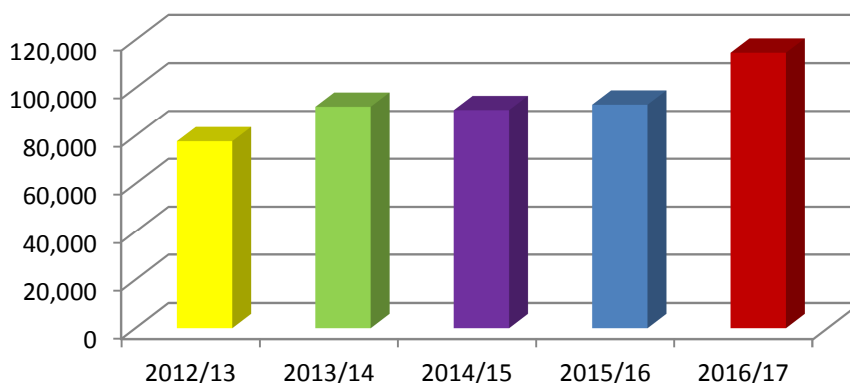
Volunteers play a significant role in West Dunbartonshire Leisure, with 424 individuals giving of their time in 2016-17 to support school sport, community sport and health & fitness programmes.

The vast majority of volunteers (406) worked within the school sector in the provision of extra-curricular sports activities for school pupils. These volunteers are supported by the Active Schools Coordinators - who as part of a national, government funded programme are tasked with growing and developing the network of volunteers in school sport. Most volunteers had the role of sports coach and delivered/supported sport sessions.

Table 4 illustrates that there were over **114,000 Attendances** at Active School Programmes in 2016/17 which is a **23% increase** from 2015/16

Table 4

Attendances at Active School Programmes for the last five years	
2016/17	114,730
2015/16	93,144
2014/15	90,860
2013/14	92,254
2012/13	77,745



f) **West College Scotland (WCS) Students in Sport Partnership**

The Trust's 'Student in Sport' programme, in partnership with West College Scotland, was a great success this year with 70 students from Level 4, Level 5 and HNC delivering lunchtime and after-school clubs in West Dunbartonshire primary schools as part of their volunteer and work placement modules.

For HNC students, a formal work placement scheme was introduced in 2016/17 to ensure agreed performance and standards. These students are placed in schools one day per week from 12-4pm, to support & deliver lunchtime clubs, PE and after-school sessions. Students were supported by the Active Schools Co-ordinators and received generic and sports specific training to ensure the clubs they deliver are safe and of the highest possible quality so that the children who participate enjoy them as much as possible.

g) **WD Leisure Centres**

West Dunbartonshire Leisure Trust operates the Council's 3 main wet and dry leisure centres.

Vale of Leven Swimming Pool, Alexandria

25m competition pool; teaching pool; health suite; dance studio; spin studio; and gym. In 2016/17 the Vale of Leven Swimming Pool saw a 2.3% decrease in usage and a 2.3% increase in income generated against that of 2015/16.

The Meadow Sports Centre, Dumbarton

Leisure pool with wave machine and water slide; 8 badminton court sized sports hall; dance studio; health suite, spin studio, training/meeting room and gym. In 2016/17 the Meadow Centre saw a 4.6% increase in usage and a 2.8% increase in income generated against that of 2015/16.

The Play Drome, Clydebank

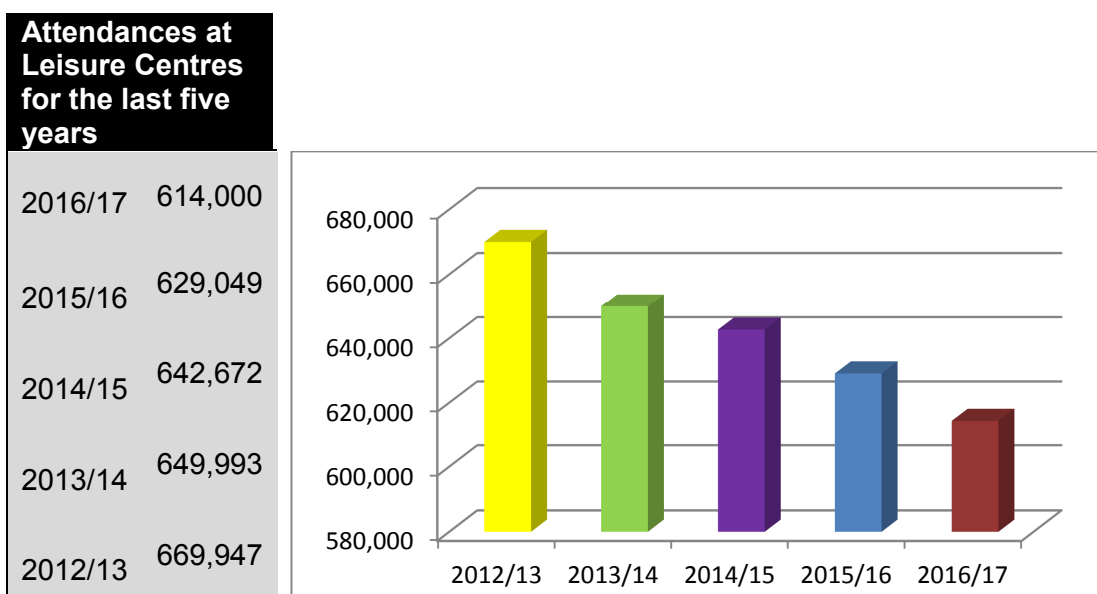
Leisure pool with wave machine and water slides; 25m competition pool; teaching pool; 8 badminton court sized sports hall; indoor bowls; squash court; dance studio; spin studio; health suite, training/meeting room and gym. In 2016/17 the Play Drome saw an 11.7% decrease in usage and a 6% decrease in income generated against that of 2015/16.

Overall, there were over 614,000 Attendances across the Leisure Centres during the year 2016/17. This is a **2.3% decrease** from 2015/16 as can be seen from Table 5.

Since 2012/13, overall participation has declined by approximately 8%. This decline can be contributed to the ongoing deterioration of the Play Drome facility in Clydebank which has suffered a reduction in participation of approximately 30%. In contrast The Meadow Centre and the Vale of Leven Swimming Pool have seen a 7% and 11% increase respectively during the same period.

The opening of the new Clydebank Leisure Centre (in place of the Play Drome) is projected to significantly increase participation in Clydebank. In addition, with continued increases at the other two facilities it is projected that overall Leisure Centre participation will increase by approximately 30% in 2017/18 from the previous year.

Table 5



4.7 As the Council’s delivery vehicle for outdoor events, the Trust successfully delivered a number of outdoor events on behalf of the Council during the period April 2016 and March 2017:-

- a) 21 May 2016 - **Pro Am Golf** – more than 150 players participated in the 2016 tournament which celebrated the event’s 30th anniversary.
- b) 30 July 2016 - **Scottish Pipe Band Championships** - More than 25,000 people including visitors from far and wide enjoyed the 2016 Scottish Pipe Band Championships which were held in Levensgrove Park, Dumbarton. The event which includes Highland Dancing, trade stalls, funfair and sports activities organised by the Leisure Trust was, once again, hailed as a great success by the Royal Scottish Pipe Band Association with 141 bands and 48 Drum Majors from across the UK competing.

- c) 16 July 2016 - **Highland Games** - the Leisure Trust works in partnership with the Loch Lomond Highland Games Committee to support them in staging this event by providing the infrastructure and staffing for the day.

Over 10,000 local residents and visitors turned out on a day of mixed weather to support the event which includes a Highland Dancing competition, Pipe Band and Solo Piping competitions, trader stalls and funfair rides as well as all the usual highland game activities.

- d) 4 & 5 November 2016 - **Firework Displays** - the 2016 fireworks displays were held at Dalmuir Park and Levensgrove Park respectively and attracted large crowds of over 5,000 people at each event. In addition to the fireworks spectacle there is a funfair and trader stalls.
- e) 26 & 27 November 2016 - **Christmas Light Switch On** events in Alexandria and Dumbarton were attended by crowds of around 1,000 visitors at each event. The events include stalls, funfair and an appearance from Father Christmas.

4.8 Business Plan 2014/17

The Leisure Trust is operating to a three year Business Plan covering the period 2014 - 2017 and has identified the following strategic outcomes. These outcomes feature in the review and monitoring of performance which is undertaken by the Council:

- i) Increasing Participation - More people taking part in leisure, sport and physical activities in WDL facilities and programmes.
- ii) Customer Satisfaction - Meeting the needs and expectations of service users and residents of West Dunbartonshire.
- iii) Quality Staff / Facilities - Employees fully engaged in the operation and development of the business and where opportunities are provided for them to realise their potential. Providing accessible facilities that are well maintained, safe, clean and welcoming.
- iv) Developing Partnerships - To maximise resources in the delivery of our services.
- v) Increasing Profile - Residents of West Dunbartonshire are aware of the full range of services and facilities that WDL operate.
- vi) Financial Sustainability - Achieve continuous improvement in the operation of the Trust and focus on developing existing and new business opportunities in order to fulfil strategic and charitable objectives.

4.9 Business Strategy 2017 - 2020

Following the ongoing success of the 2014/17 Business Plan the Leisure Trust has reviewed its operations and developed a three year Business Strategy for the period 2017 – 2020.

The Business Strategy has identified two new strategic outcomes and maintained one of the previous outcomes with each outcome having associated priorities. These outcomes also feature in the review and monitoring of performance which is undertaken by the Council.

- i) Grow the Business - To build on previous successes and maximise new opportunities to increase business.
- ii) Improve Customer Experience - To make continuous improvements to the customer journey by focusing on customer satisfaction, quality of service and genuinely caring about customers.
- iii) Financial Sustainability - To achieve continuous improvement in the operation of the Trust and focus on developing existing and new business opportunities in order to fulfil the strategic and charitable objectives.

4.10 Barclay Review

4.10.1 Prior to the Scottish parliamentary elections in May 2016, the First Minister announced that the Scottish Government was undertaking a review of business rates.

4.10.2 The aim of the Review group is to make recommendations that “*seek to enhance and reform the business rates system in Scotland to better support business growth and long term investment and reflect changing marketplaces*” however a number of issues have been raised in which relate directly to Arm’s Length External Organisations (ALEOs) i.e. West Dunbartonshire Leisure Trust.

4.10.3 The review document states that “*ALEOs have charitable status which qualifies them for charity relief. If the council itself was still providing services directly, it would pay rates, but by creating an ALEO rates relief became available and the cost of that relief is then met by the Scottish Government. This is perceived as a mechanism for councils to gain additional funding from the Scottish Government outwith the usual funding arrangements.*”

4.10.4 The review states that “*Charity relief should be reformed and restricted to a small number of recipients. Charity relief which is almost entirely funded by the Scottish Government is awarded by Scottish councils to ALEOs which the councils themselves have created to deliver services which they previously provided directly*”.

The review continues by expressing the view that “*the system also creates unfair competition between the public and private sectors. For example, rate-paying private gyms and leisure facilities will compete with ALEO facilities that do not pay rates (or receive a significantly reduced bill). Other ALEO facilities offer cafes, retail outlets, venue hire etc. all of which have been given an unfair advantage compared to private sector businesses offering the same or very similar services. On the grounds of fairness, we believe there should be a 'level playing field' and council ALEOs should no longer be able to abuse the system*”.

- 4.10.5** Currently Charity/Not for Profit organisations receive 80% mandatory rates relief for properties occupied by registered charities. Councils have discretion to top this relief up and award relief of up to 100% for those who operate properties on a not-for-profit basis.
- 4.10.6** West Dunbartonshire Leisure Trust (WDLT) currently receives 100% relief; this being made up of 80% mandatory relief as it meets the criteria for Charitable Status and in addition a further 20% discretionary relief from West Dunbartonshire Council (WDC).
- 4.10.7** Any potential changes require primary legislation and are therefore longer term options however there will clearly be financial implications for the Council and for the Leisure Trust should the Government decide to progress with the recommendations of the Barclay Review.

Financial details are outlined in Section 6 of this report.

- 4.11** Whilst the programmes and initiatives outlined in sections 4.6 and 4.7 above illustrate a high level of activity within the Trust during the year April 2016-March 2017, the Trust’s delivery of services requires to be measured against performance indicators and in line with the strategic outcomes identified within its Business plan and Business Strategy. A suite of Performance Indicators has been agreed between officers of the Trust and the Council.

The first two Indicators are Statutory Performance Indicators which are reported to Audit Scotland each year.

- a) **CC1 Wet Activities** (Number of attendances per 1,000 population for all pools)

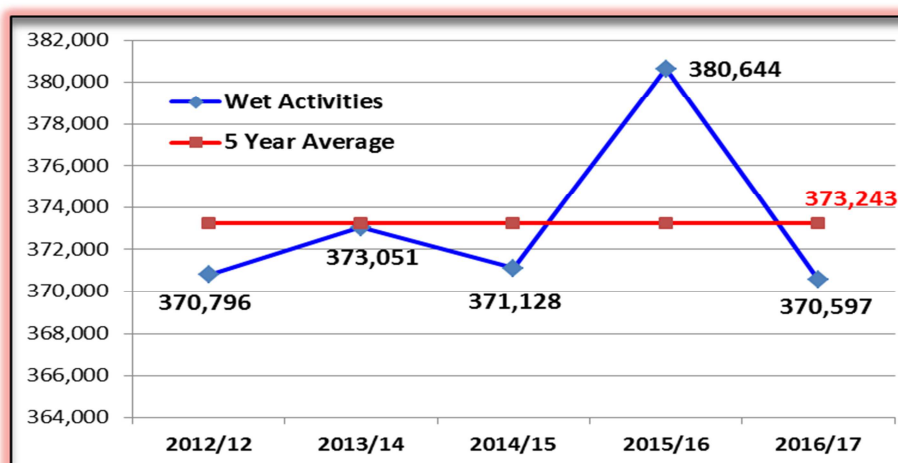
<u>2016/17</u>	<u>Target</u>	<u>Actual</u>	<u>Variance</u>
Overall Usage	390,600	370,597	-20,003
Per 1,000 Population	4,360	4,136	-224

Year on Year:	2012/13	2013/14	2014/15	2015/16	2016/17	5 Year Ave.
Overall Usage	370,796	373,051	371,128	380,644	370,597	373,243
Per 1,000 Population	4,103	4,128	4,107	4,213	4,136	4,137

Comments:

- 5% short of target and a 2.6% decrease from last year.
- When the 2016/17 figure is compared to the average for the previous 5 years it represents a 0.7% decrease.
- The Play Drome was closed late February with the loss of 32 days of trading with the new Clydebank Leisure Centre opening on 31 March 2017. It is considered that this impacted upon the overall performance given that, over the year, the Meadow Centre saw wet activities increase by 7.5%.

CC1 – Wet Activities



b) **CC2 Dry Activities** (Number of attendances per 1,000 population for indoor sports & leisure)

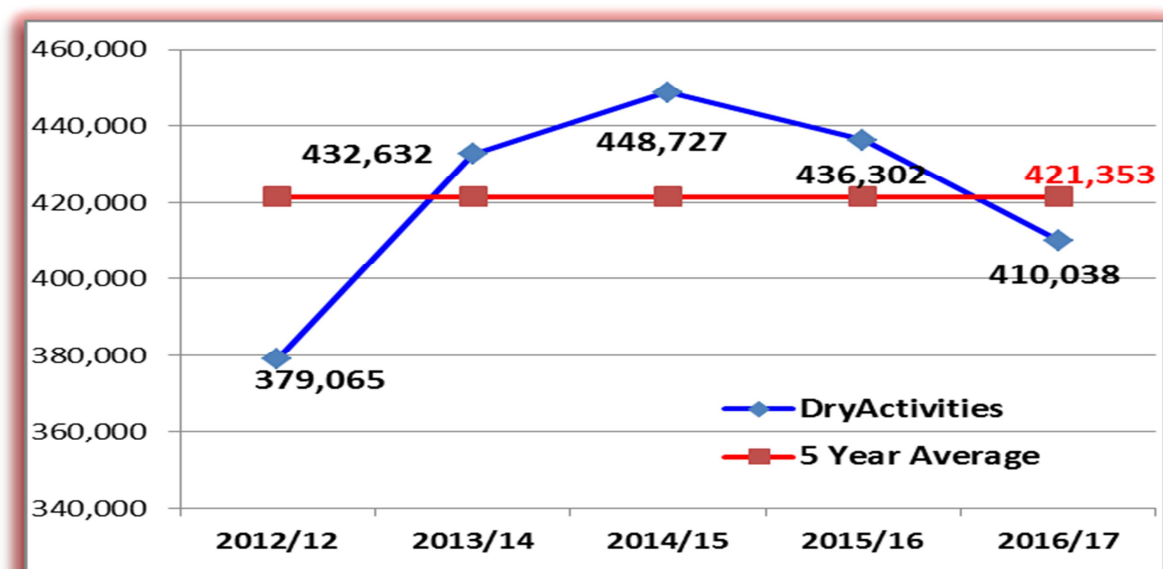
	Target	Actual	Variance
Overall Usage	449,550	410,038	-39,512
Per 1,000 Population	5,018	4,577	-441

Year on Year:	2012/13	2013/14	2014/15	2015/16	2016/17	5 Year Ave.
Overall Usage	379,065	432,632	448,727	436,302	410,038	421,353
Per 1,000 Population	4,195	4,788	4,966	4,829	4,577	4,671

Comments

- 8.7% short of target and a 6% decrease from last year
- When the 2016/17 figure is compared to the average for the previous 5 years it represents a 2.8% decrease.
- The Play Drome was closed late February with the loss of 32 days of trading with the new Clydebank Leisure Centre opening on 31 March 2017. Dry activities at the Vale Pool were similar to the previous year but activities at the Meadow Centre increased by 3.2%.
- CC1 & CC2 figures based on a West Dunbartonshire population of 89,590.

CC2 – Dry Activities































The other Performance Indicators in place are not statutory however are considered to be measures which the Council can use to effectively monitor the performance of the Trust. These are:

- c) Net Promoter Score: How likely is it that you would refer our company to a friend or colleague?
- d) Staff Absence (Days lost against FTE)
- e) Unplanned Facility (Full / Partial) downtime (hours)
- f) Number of GP Referral Client Consultations Delivered
- g) Number of Clubs engaging with WDL
- h) Number of Website Hits
- i)
 - New Facebook Likes (WDLT)
 - New Facebook Likes (Sports Development)
 - New Facebook Likes (Active Schools)
 - New Facebook Likes (TOTAL)
- j)
 - Total Facebook Likes (WDLT)
 - Total Facebook Likes (Sports Development)
 - Total Facebook Likes (Active Schools)
 - Total Facebook Likes (TOTAL)
- k)
 - Facebook Organic Reach (WDLT)
 - Facebook Organic Reach (Sports Development)
 - Facebook Organic Reach (Active Schools)
 - Facebook Organic Reach (TOTAL)
- l) Number of Unique Active On-Line Booking Users
- m) Expenditure - Against Budget
- n) Income - Against Target
- o) Net (Profit) / Loss
- p) % Income - Management Fee & Customer Receipts
- q) Cost Per Visit against Management Fee

Appendix 1 shows the actual performance information which was recorded for 2016/17 along with information on any variances against target and actions for improvement where applicable. The appendix also details targets which are in place for 2017/2018. Overall there has been positive progress, with 75% of all performance measures exceeding target, 3.6% on target and 21.4% not meeting target.

The following table provides a summary of all performance measures in 2016/17.

Performance Measure	Target	Actual	Dashboard
CC1 Wet Activities	390,600	370,597	
CC2 Dry Activities	449,550	410,038	
Net Promoter Score	66	67	
Staff Absence	7.00	7.58	
Full Facility Closure (Hrs)	0	0	
Partial Facility Closure (Hrs)	180	112.25	
GP Referral Consultations	1,500	1,333	
Clubs Engaging with WDL	110	111	
Number of Website Hits	355,000	404,767	
New Facebook Likes (WDLT)	600	1,162	
New Facebook Likes (SD)	510	748	
New Facebook Likes (AS)	400	593	
New Facebook Likes (TOTAL)	1,510	2,503	
Total Facebook Likes (WDLT)	3,163	3,747	
Total Facebook Likes (SD)	1,120	1,359	
Total Facebook Likes (AS)	790	983	
Total Facebook Likes (TOTAL)	5,073	6,089	
Facebook Visits (WDLT)	320,000	707,055	
Facebook Visits (SD)	220,000	374,283	
Facebook Visits (AS)	168,000	216,701	
Facebook Visits (TOTAL)	708,000	1,298,039	
Number On-Line Users	3,500	3,210	
Expenditure v Budget	0	(£206,280)	
Income v Target	0	(£9,264)	
Net (Profit) / Loss*	0	(£215,544)	
% Income (Mgt Fee)	58.3%	58.2%	
% Income (Customer Receipts)	41.7%	41.8%	
Cost per Visit	£ 3.11	£ 3.33	

Key: On Target 

Exceeding Target 

Not Meeting Target 

While 6 indicators missed their target, it is worth noting the performance of these 6 indicators was within 8.7% of the target value (except for GP Referrals). In addition, 2 of the 6 indicators have shown an improvement on last year's performance.

- 4.12** Financial monitoring of the Trust's performance takes place at regular monitoring meetings held between Council officers and Trust management. Financial performance is evaluated by analysing income and expenditure information as compared against the agreed annual budgets and monthly spend profiles.

Appendix 2 shows the actual financial performance information for 2016/17.

5. People Implications

- 5.1** There are no people implications relating to this report.

6. Financial and Procurement Implications

- 6.1** The Trust is paid a Management Fee for delivery of the Services through an annual Funding Commitment from the Council. The Funding Commitment is identified from an annual Business Plan that both the Trust and Council agree, and which sets out the resources required by the Trust to deliver the Services.
- 6.2** The Trust Management Fee for 2016/2017 was agreed at £3,952,540. There was no capital allocation for 2016/17.
- 6.3** Financial monitoring to date indicates that the Trust's financial performance is in line with the agreed Funding Commitment and this is supported by the Trust's independently Audited Accounts.
- 6.4** The overall saving to the Council since April 2012 through to March 2016 is £3.08m. This sum has been achieved through a gradual reduction in the management fee paid to WDLT which is offset by additional income generation within the Trust and advantages in VAT and Non Domestic Rates regulations for Charitable Trust organisations.
- 6.5** As noted in Section 4.10 above, WDLT benefits from 100% Non Domestic Rates (NDR) Relief. This equates to £1,219,733.90 relief on Non Domestic Rates for those properties it is operating for the current financial year 2017/18 (80% Mandatory Relief £975,787.12 and 20% Discretionary Relief £243,946.78).

Any government decision to implement the recommendations of the Barclay Review could significantly affect the financial arrangement between West Dunbartonshire Council and West Dunbartonshire Leisure Trust.

7. Risk

- 7.1** There is a risk that performance of the Trust may decline due to a number of factors, many external. Adequate monitoring and scrutiny by the Council ensures that performance issues are identified early and, where possible, actions are put into place to mitigate risk.
- 7.2** The suite of agreed Performance Indicators covers financial performance, participation levels, customer satisfaction, staff absence, engagement with sports clubs, online activity and more. Robust and regular monitoring of the Trust against this range of Indicators provides ongoing information of the Trust's performance.
- 7.3** As noted in Section 4.10 above, any government decision to implement the recommendations of the Barclay Review could significantly affect the financial arrangement between West Dunbartonshire Council and West Dunbartonshire Leisure Trust however neither the detail of any changes nor their impact is known at this time.

8. Equalities Impact Assessment (EIA)

- 8.1** An equalities impact assessment is not appropriate as this report is a performance review of West Dunbartonshire Leisure Trust.

9. Strategic Environmental Assessment (SEA)

- 9.1** This report provides a performance review of West Dunbartonshire Leisure Trust therefore there is no Environmental Impact.

10. Consultation

- 10.1** The General Manager of the Leisure Trust has been consulted in relation to this report.

11. Strategic Assessment

- 11.1** The agreements in place between the Council and Leisure Trust are in line with the Council's strategic priorities. Monitoring of the Trust's performance in line with such agreements ensures services delivered meet the Council's Strategic Plan.

Ronald M Dinnie
Strategic Lead Environment and Neighbourhood
Date: 10 October 2017

Persons to Contact: Ronald M. Dinnie – Strategic Lead Environment & Neighbourhood, Bridge Street Offices, Dumbarton, G82 1NT. Telephone: 01389 737601, e-mail: ronald.dinnie@west-dunbarton.gov.uk

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Appendices: Appendix 1 - Trust Performance Indicators April 2016 - March 2017

Appendix 2 – Trust Financial Performance April 2016 – March 2017

Background Papers: West Dunbartonshire Leisure Trust Annual Report 2016/17
<http://www.west-dunbarton.gov.uk/community-life-and-leisure/sport,-sports-clubs-and-leisure-centres/about-us/annual-report/>

Wards Affected: All

**West Dunbartonshire Leisure Trust
Performance Indicators 2016/17**

The Trust's delivery of services requires to be measured against agreed Service Performance Standards. The undernoted detail illustrates performance for 2016/17 against the agreed Performance Indicators.

a) CC1 Wet Activities

	Target	Actual	Variance
Overall Usage	390,600	370,597	-20,003
Per 1,000 Population	4,360	4,136	-224

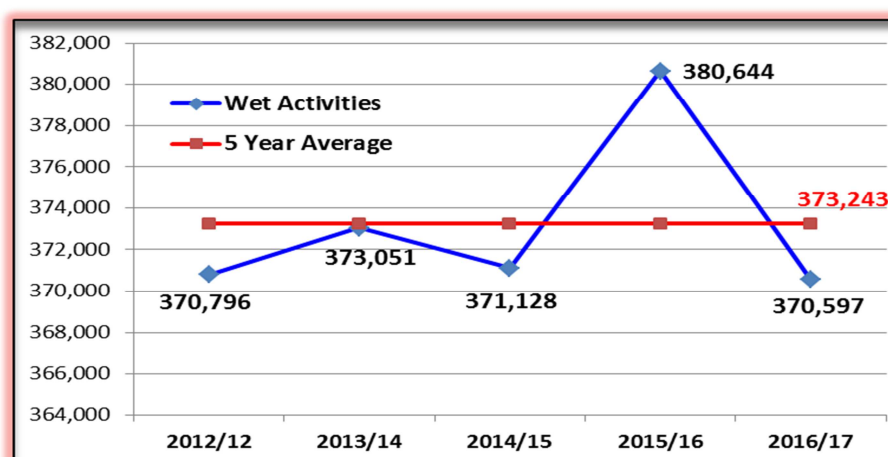
Comparison to Last Year:	2015/16	2016/17	Variance
Overall Usage	380,644	370,597	-10,047
Per 1,000 Population	4,213	4,136	-77

Year on Year:	2012/13	2013/14	2014/15	2015/16	2016/17	5 Year Ave.
Overall Usage	370,796	373,051	371,128	380,644	370,597	373,243
Per 1,000 Population	4,103	4,128	4,107	4,213	4,136	4,137

Comments

- 5% short of target and a 2.6% decrease from last year.
- When the 2016/17 figure is compared to the average for the previous 5 years it represents a 0.7% decrease.
- The Play Drome was closed late February with the loss of 32 days of trading with the new Clydebank Leisure Centre opening on 31 March. However over the year the Meadow Centre saw wet activities increase by 7.5%.

CC1 – Wet Activities



b) **CC2 Dry Activities**

	Target	Actual	Variance
Overall Usage	449,550	410,038	-39,512
Per 1,000 Population	5,018	4,577	-441

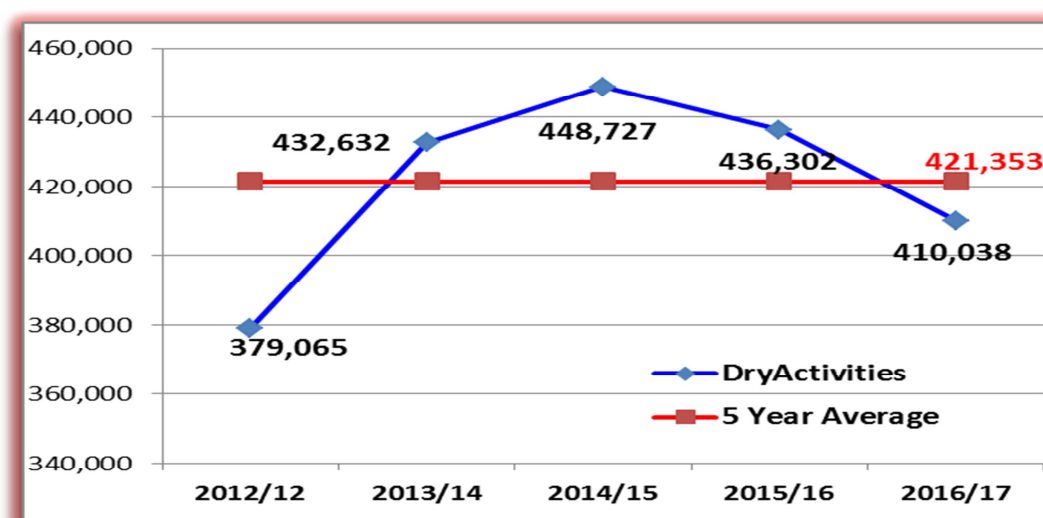
Comparison to Last Year:	2015/16	2016/17	Variance
Overall Usage	436,302	410,038	-26,264
Per 1,000 Population	4,829	4,577	-252

Year on Year:	2012/13	2013/14	2014/15	2015/16	2016/17	5 Year Ave.
Overall Usage	379,065	432,632	448,727	436,302	410,038	421,353
Per 1,000 Population	4,195	4,788	4,966	4,829	4,577	4,671

Comments

- 8.7% short of target and a 6% decrease from last year
- When the 2016/17 figure is compared to the average for the previous 5 years it represents a 2.8% decrease.
- The Play Drome was closed late February with the loss of 32 days of trading with the new Clydebank Leisure Centre opening on 31 March. Dry activities at the Vale Pool were similar to the previous year but activities at the Meadow Centre increased by 3.2%.
- CC1 & CC2 figures based on a West Dunbartonshire population of 89,590.

CC2 – Dry Activities



c) **Net Promoter Score**

	Target	Actual	Variance
2016/17:	66	67	1

	2015/16	2016/17	Variance
Comparison to Last Year:	65	67	2

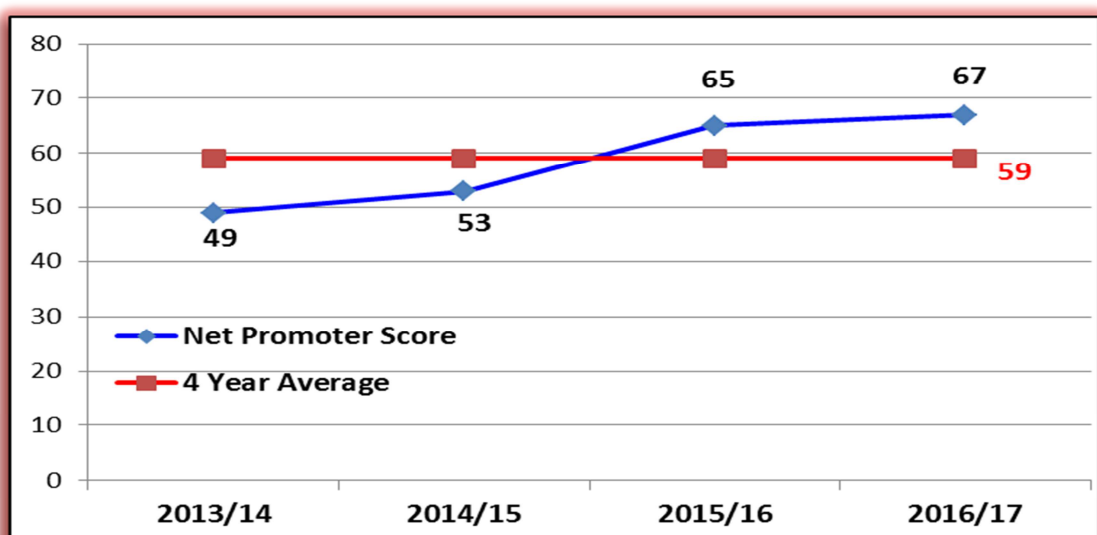
	2013/14	2014/15	2015/16	2016/17	4 Year Ave.
Year on Year:	49	53	65	67	59

Comments

- Net Promoter Score = % Promoters - % Detractors
- 1.5% ahead of target and a 3% increase from last year
- When the 2016/17 figure is compared to the average for the previous 4 years it represents a 12% increase.
- Full Year Net Promoter Scores:

Year	Respondents	Detractors (0 – 6)	Passives (7 & 8)	Promoters (9 & 10)	NPS
2016/17	1,039	62	153	824	67
2015/16	854	56	186	612	65
2014/15	739	57	229	453	53
2013/14	655	204	65	386	49

Net Promoter Score



d) **Staff Absence**

	Target	Actual	Variance
2016/17:	7.00	7.58	0.58

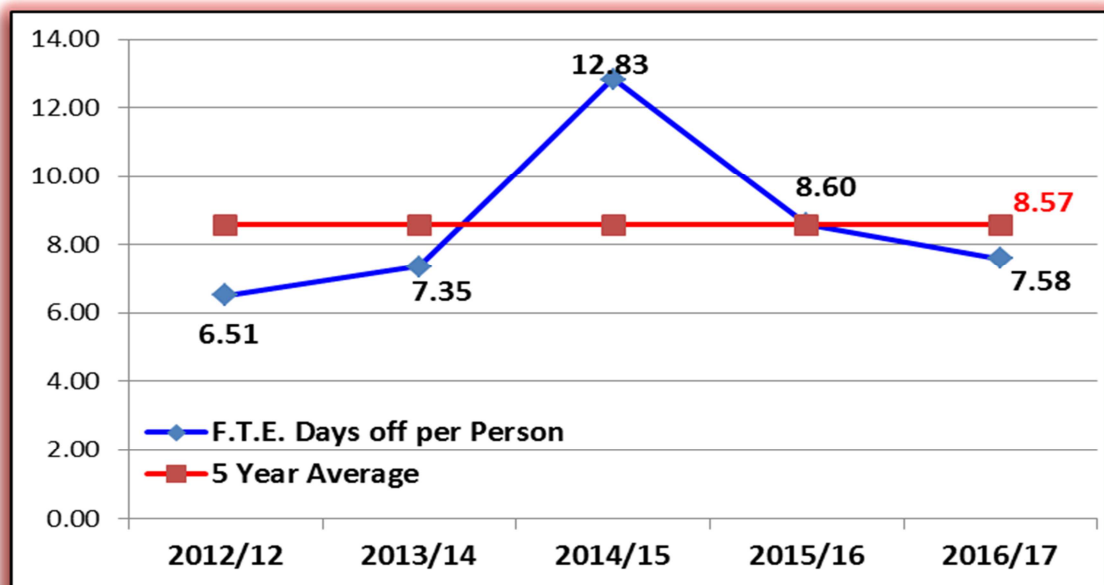
	2015/16	2016/17	Variance
Comparison to Last Year:	8.60	7.58	-1.02

	2012/13	2013/14	2014/15	2015/16	2016/17	5 Year Ave.
Year on Year:	6.51	7.35	12.83	8.60	7.58	8.57

Comments

- 8.3% short of target, however a 11.9% decrease from last year.
- When the 2016/17 figure is compared to the average for the previous 5 years it represents a 13% decrease.
- Seventy-one (71) staff had 100% attendance during the financial year 2016/17.

Full Time Equivalent (F.T.E.) Days Off Per Person



e) Unplanned Facility (Full / Partial) Closures

Full Facility Closure

	Target		Actual		Variance	
	Hrs	%*	Hrs	%*	Hrs	%*
2016/17:	0	0	0	0	0	0

	2015/16		2016/17		Variance	
	Hrs	Hrs	Hrs	%*	Hrs	%*
Comparison to Last Year:	0	0	0	0	0	0

	2013/14		2014/15		2015/16		2016/17		4 Year Ave.	
	Hrs	%*	Hrs	%*	Hrs	%*	Hrs	%*	Hrs	%*
Year on Year:	0	0	0	0	0	0	0	0	0	0

Comments

- * Percentage of Downtime against Available Opening Hours

Partial Facility Closure

	Target		Actual		Variance	
	Hrs	%*	Hrs	%*	Hrs	%*
2016/17:	180	0.23%	99.75	0.13%	-80.25	-0.1%

	2015/16		2016/17		Variance	
	Hrs	%*	Hrs	%*	Hrs	%*
Comparison to Last Year:	111.4	0.14%	99.75	0.13%	-11.65	0.1%

	2013/14		2014/15		2015/16		2016/17		4 Year Ave.	
	Hrs	%*	Hrs	%*	Hrs	%*	Hrs	%*	Hrs	%*
Year on Year:	371	0.48	59.5	0.07	111.4	0.14	99.75	0.13	160.41	0.21

Comments

- 45% below target and a 10.5% decrease from last year
- When the 2016/17 figure is compared to the average for the previous 4 years it represents a 60.8% decrease.
- * Percentage of Downtime against Available Opening Hours

f) **GP Referral / Client Consultations**

	Target	Actual	Variance
2016/17:	1,500	1,333	-167

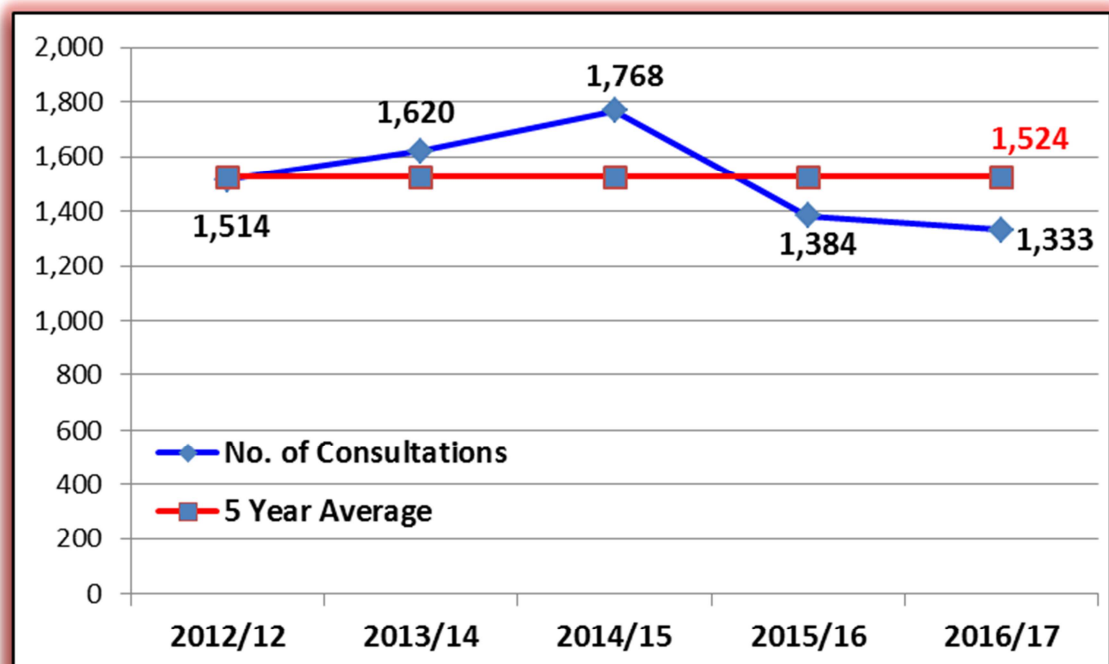
	2015/16	2016/17	Variance
Comparison to Last Year:	1,384	1,333	-51

	2012/13	2013/14	2014/15	2015/16	2016/17	5 Year Ave.
Year on Year:	1,514	1,620	1,768	1,384	1,333	1,524

Comments

- 11% short of target and a 3.7% decrease from last year
- When the 2016/17 figure is compared to the average for the previous 5 years it represents a 14% decrease.
- Numbers are down on target and previous year due to in part to do closure period between the Play Drome closing and the new Clydebank Leisure centre opening.

GP Referral / Client Consultations



g) Number of Clubs Engaging with WDLT

	Target	Actual	Variance
2016/17:	110	111	1

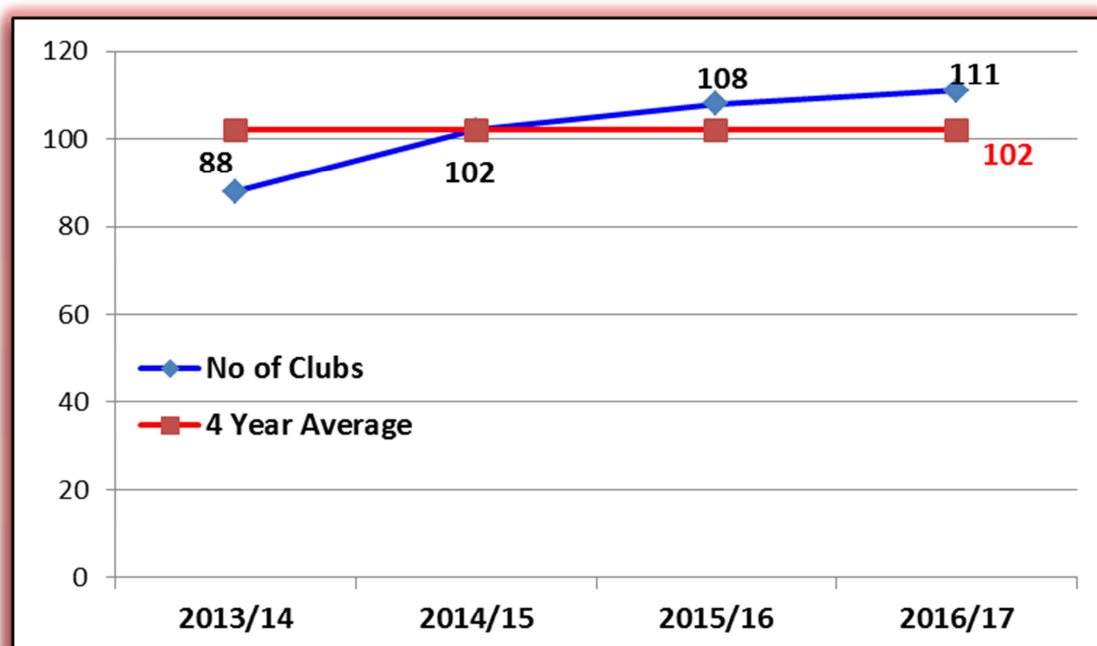
	2015/16	2016/17	Variance
Comparison to Last Year:	108	111	3

	2013/14	2014/15	2015/16	2016/17	4 Year Ave.
Year on Year:	88	102	108	111	102

Comments

- 0.9% ahead of target and a 2.8% increase from last year
- When the 2016/17 figure is compared to the average for the previous 4 years it represents a 9% increase.
- 111 clubs represents 80% of the 139 total known local juvenile and adult sports clubs.
- Number is calculated whereby WDL engage with a club to provide assistance; support; training or funding

Number of Clubs Engaging with WDLT



Social Media

h) Number of Website Visits

	Target	Actual	Variance
2016/17:	355,000	404,767	49,767

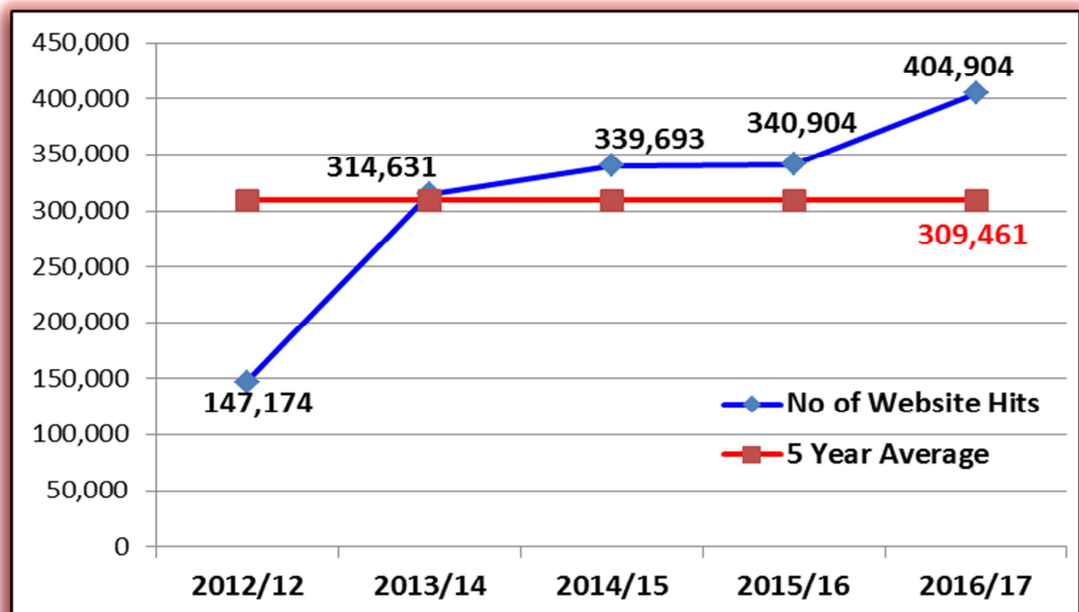
	2015/16	2016/17	Variance
Comparison to Last Year:	340,904	404,767	63,863

	2012/13	2013/14	2014/15	2015/16	2016/17	5 Year Ave.
Year on Year:	147,174	314,631	339,693	340,904	404,904	309,461

Comments

- 14% ahead of target and a 18.7% increase from last year
- When the 2016/17 figure is compared to the average for the previous 5 years it represents a 31% increase.
- Visits to the W.D.L.T. website saw a huge increase mainly due to the opening of the new Clydebank Leisure Centre. A number of new pages were created to show the facility's progress from construction to completion.

Number of Website Visits



i) Facebook

New Facebook Likes:

Facebook Page	Target	Actual	Variance
WDLT	600	1,162	562
Sports Development	510	748	238
Active Schools	400	593	193
TOTAL	1,510	2,503	993

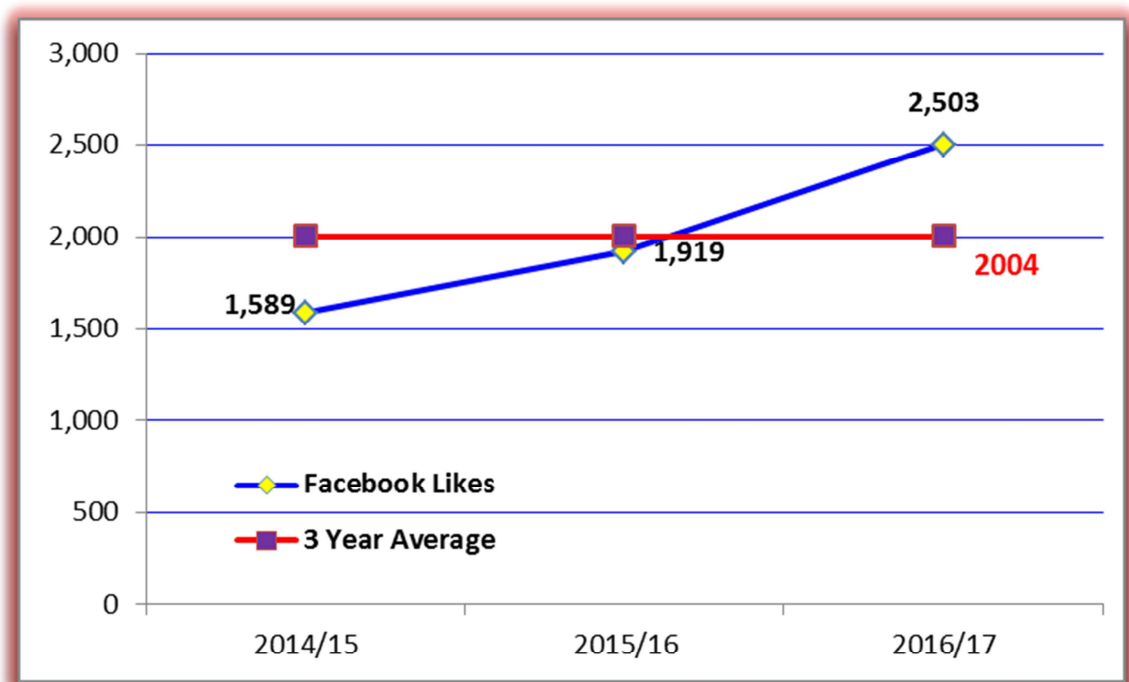
	2015/16	2016/17	Variance
Comparison to Last Year:	1,919	2,503	584

	2014/15	2015/16	2016/17	3 Year Ave.
Year on Year:	1,589	1,919	2,503	2,004

Comments

- 66% above target and a 30% increase from last year
- When the 2016/17 figure is compared to the average for the previous 3 years it represents a 25% increase.

New Facebook Likes



j) **Total Facebook Likes:**

Facebook Page	Target	Actual	Variance
WDLT	3,163	3,747	584
Sports Development	1,120	1,359	239
Active Schools	790	983	193
TOTAL	5,073	6,089	1,016

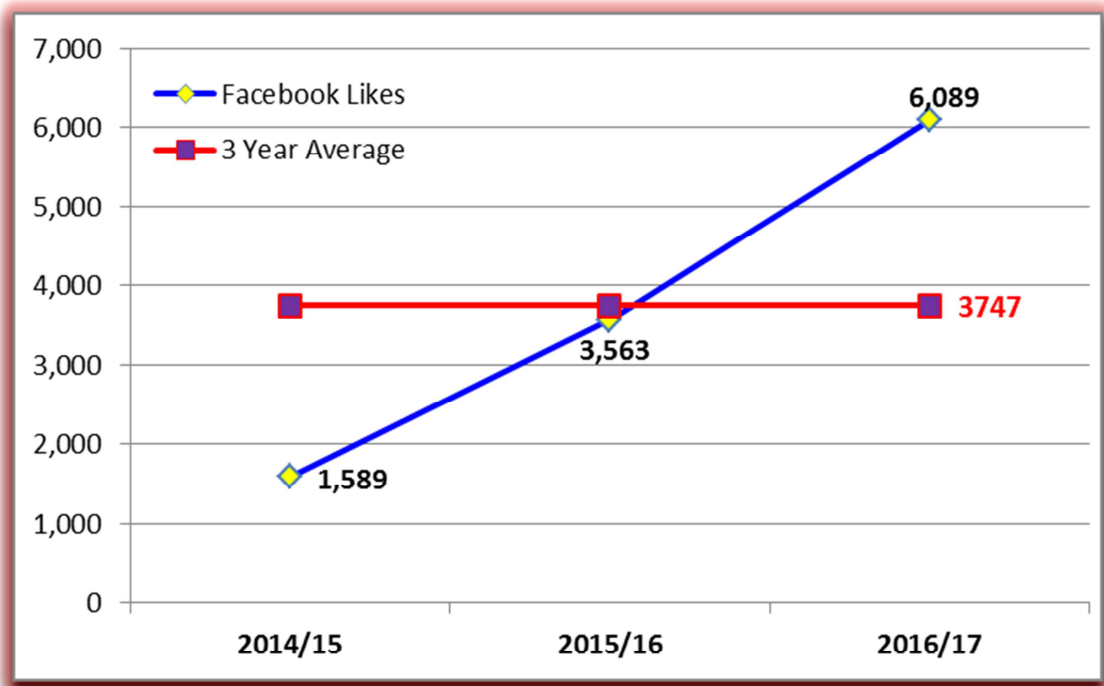
	2015/16	2016/17	Variance
Comparison to Last Year:	3,563	6,089	2,526

	2014/15	2015/16	2016/17	3 Year Ave.
Year on Year:	1,589	3,563	6,089	3,747

Comments

- 20% above target and a 71% increase from last year
- When the 2016/17 figure is compared to the average for the previous 3 years it represents a 62.5% increase.

Total Facebook Likes



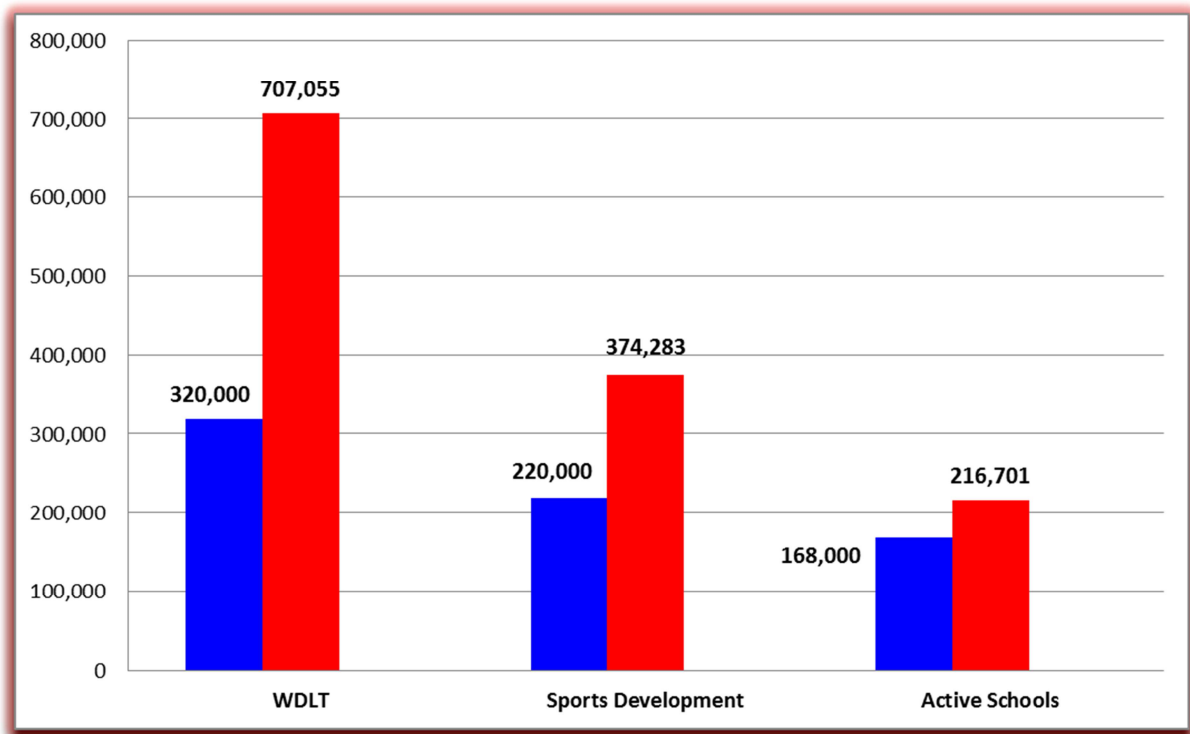
k) Facebook Organic Reach:

Facebook Page	Target	Actual	Variance
WDLT	320,000	707,055	387,055
Sports Development	220,000	374,283	154,283
Active Schools	168,000	216,701	48,701
TOTAL	708,000	1,298,039	590,039

Comments

- 83% above target

Facebook Organic Reach



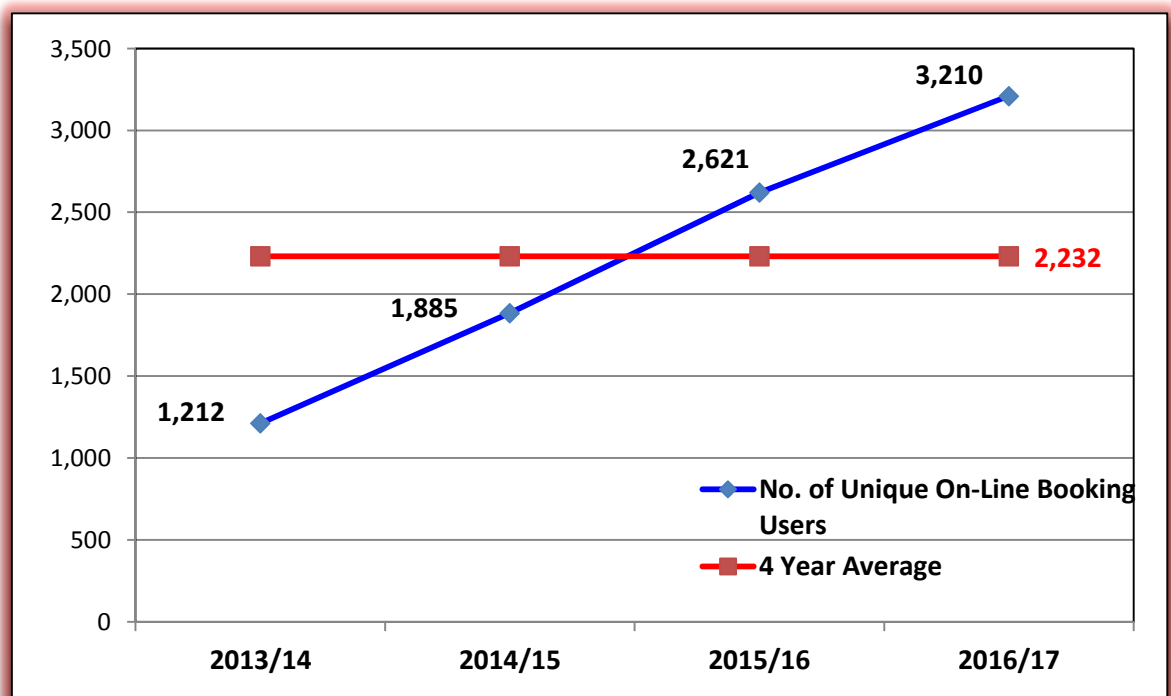
I) **Number of Unique On-Line Booking Users**

	Target	Actual	Variance		
2016/17:	3,500	3,210	-290		
	2015/16	2016/17	Variance		
Comparison to Last Year:	2,621	3,210	589		
	2013/14	2014/15	2015/16	2016/17	4 Year Ave.
Year on Year:	1,212	1,885	2,621	3,210	2,232

Comments

- 8.3% below target, however a 22.5% increase from last year
- When the 2016/17 figure is compared to the average for the previous 4 years it represents a 44% increase.
- More and more customers are using the online facility to book and pay for a large number of activities on offer.

Number of Unique On-Line Booking Users



m) **Expenditure against Budget**

	Budget	Actual	Variance
2016/17:	0	(£206,280)	(£206,280)

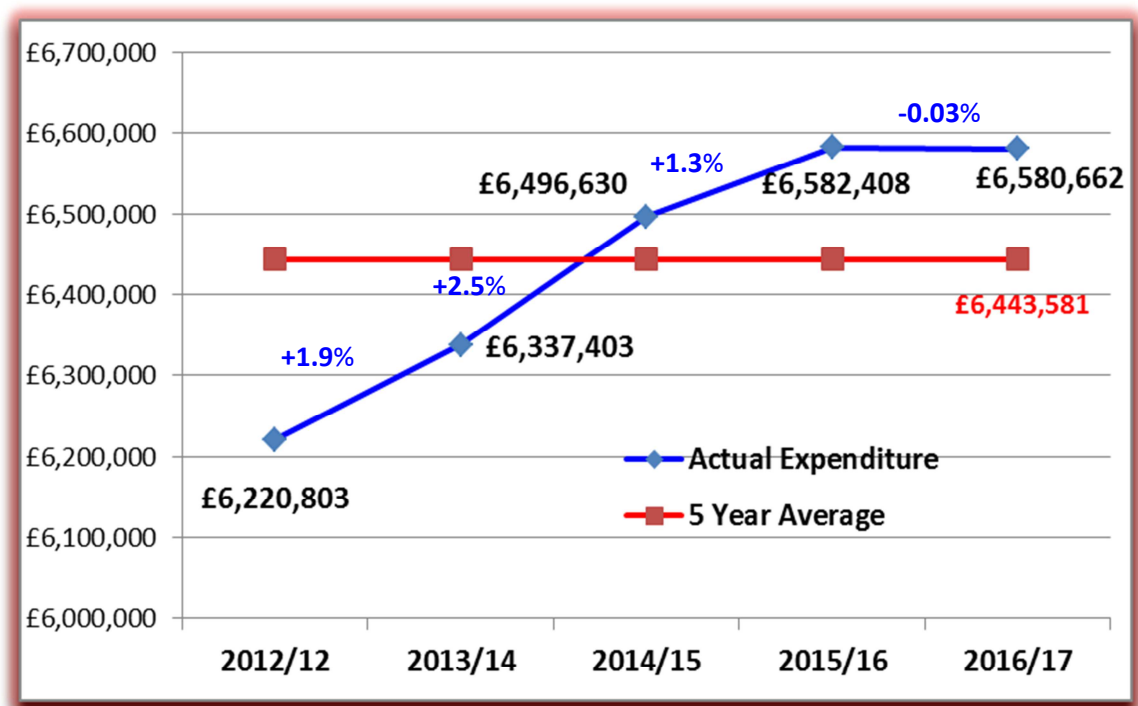
	2015/16	2016/17	Variance
Comparison to Last Year:	(£218,432)	(£206,280)	£12,152

	2012/13	2013/14	2014/15	2015/16	2016/17
Year on Year:	(£186,847)	(£433,273)	(£260,178)	(£218,432)	(£206,280)

Comments

- 100% ahead of target but a 5.6% reduction from last year
- Adverse (Favourable)

Actual Expenditure spent over the five years



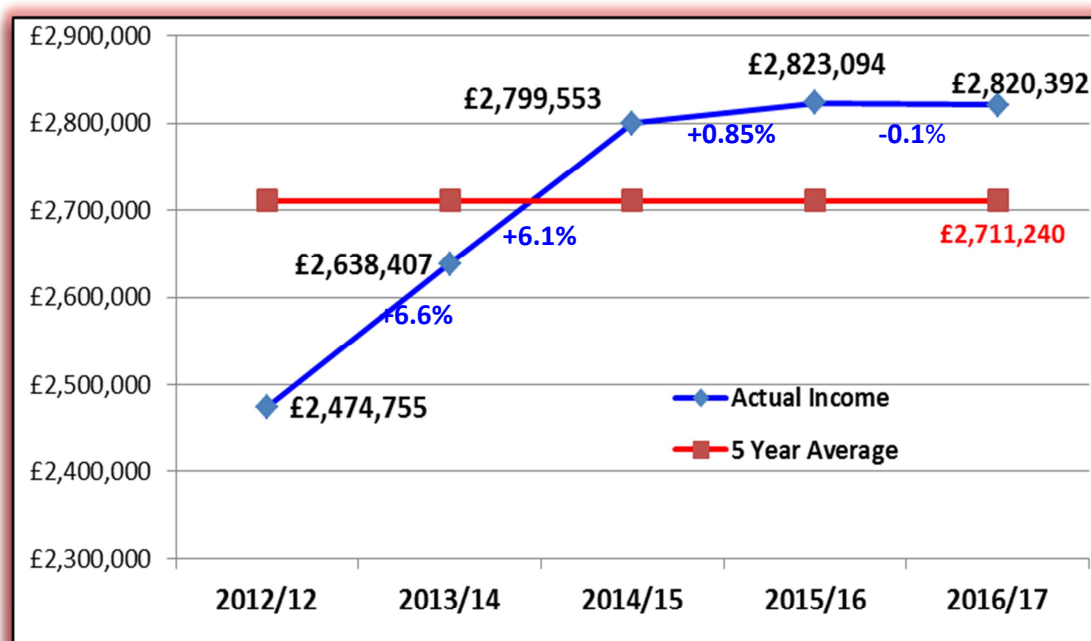
n) **Income against Target**

	Target	Actual	Variance		
2016/17:	0	(£9,264)	(£9,264)		
	2015/16	2016/17	Variance		
Comparison to Last Year:	(£27,904)	(£9,264)	£18,640		
	2012/13	2013/14	2014/15	2015/16	2016/17
Year on Year:	(£45,605)	(£150,729)	(£146,617)	(£27,904)	(£9,264)

Comments

- 100% ahead of target but a 66.8% reduction from last year
- Adverse (Favourable)

Actual Income Achieved over the five years



o) **Net (Profit) / Loss**

	Target	Actual	Variance
2016/17:	0	(£215,544)	(£215,544)

	2015/16	2016/17	Variance
Comparison to Last Year:	(£246,336)	(£215,544)	£30,792

	2012/13	2013/14	2014/15	2015/16	2016/17
Year on Year:	(£130,034)	(£584,006)	(£406,795)	(£246,336)	(£215,544)

Comments

- 100% ahead of target but a 12.5% reduction from last year
- For the fifth consecutive year the Trust has achieved a surplus. This has allowed the Trust to achieve its Reserves Target and to start investing surplus funds (as per the Surplus Funds Framework) back into its services.
- Adverse (Favourable)

p) **% Income**

	Target	Actual	Variance
Management Fee	58.3%	58.2%	-0.1%
Customer Receipts	41.7%	41.8%	0.1%

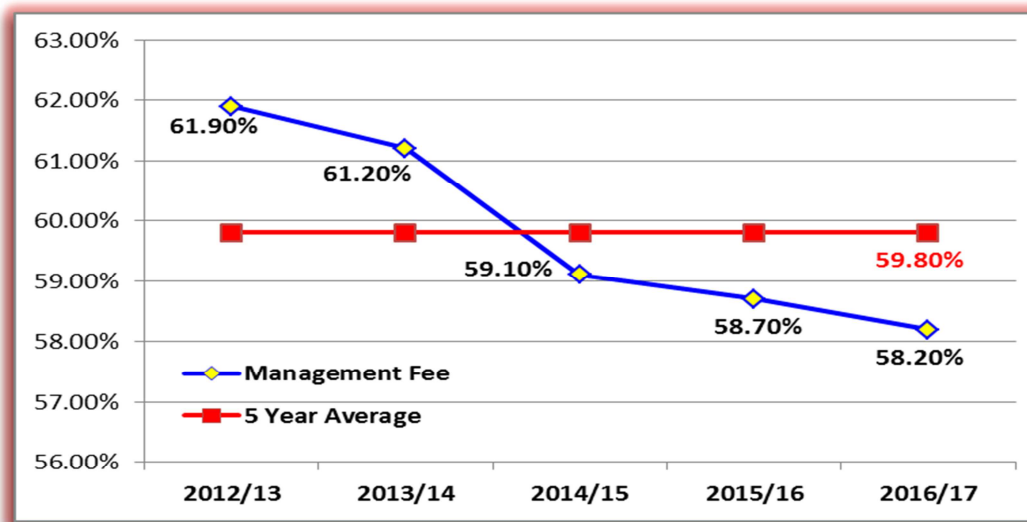
Comparison to Last Year:	2015/16	2016/17	Variance
Management Fee	58.7%	58.2%	-0.5%
Customer Receipts	41.3%	41.8%	0.5%

Year on Year:	2012/13	2013/14	2014/15	2015/16	2016/17	5 Year Ave
Management Fee	61.9%	61.2%	59.1%	58.7%	58.2%	59.8%
Customer Receipts	38.1%	38.8%	40.9%	41.3%	41.8%	40.2%

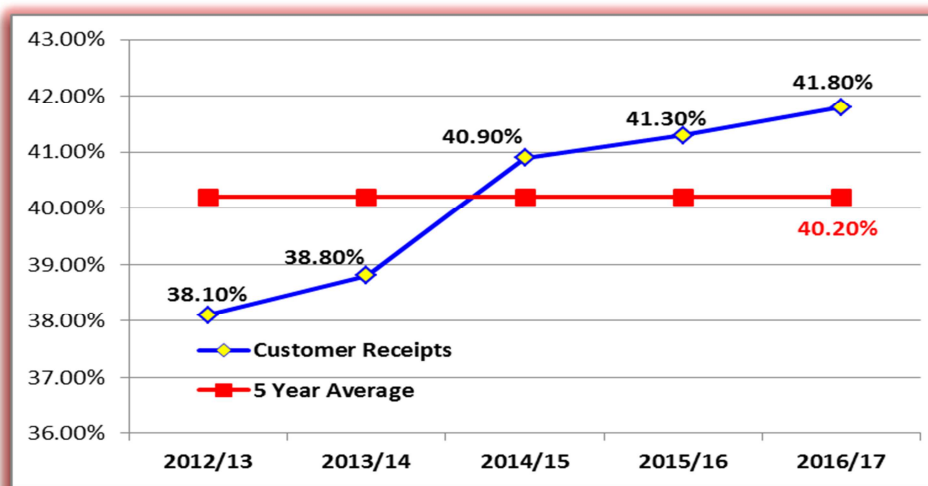
Comments:

- Management Fee: 0.2% below target and a 0.9% decrease from last year
- Customer Receipts: 0.2% ahead of target and a 1.2% increase from last year

Management Fee



Customer Receipts



q) **Cost per Visit (against Management Fee)**

	Target	Actual	Variance			
2016/17:	£3.11	£3.33	£0.22			
	2015/16	2016/17	Variance			
Comparison to Last Year:	£ 3.26	£3.33	£0.07			
	2012/13	2013/14	2014/15	2015/16	2016/17	4 Year Ave.
Year on Year:	£4.30	£ 3.61	£ 3.32	£ 3.26	£3.33	£3.56

Comments

- 7% below target and a 2% increase from last year
- When the 2016/17 figure is compared to the average for the previous 4 years it represents a 6.5% decrease.

Cost per Visit (against Management Fee)

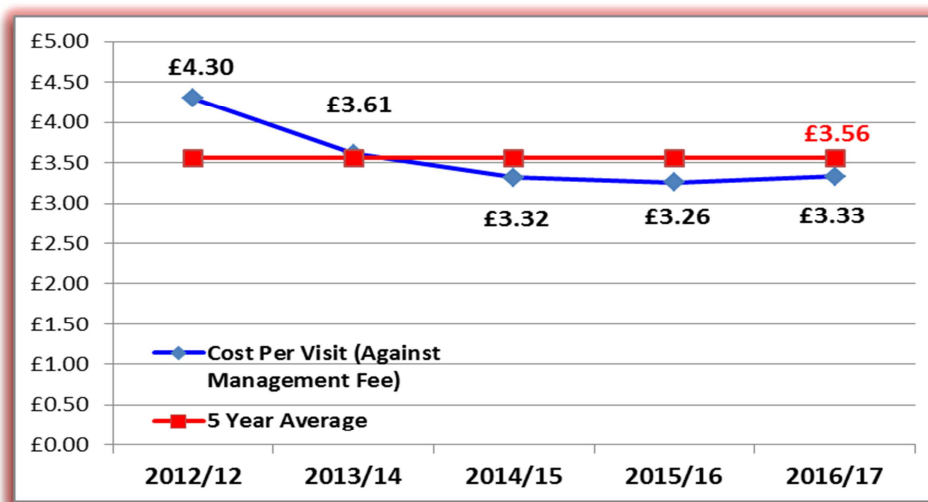

































Table 1 below shows that, overall there has been positive progress, with 75% of all performance measures exceeding target, 3.6% on target and 21.4% not meeting target. Table 2 provides an overview of all performance measures in 2016/17 by status.

Table 1

Performance by Status	No.	%
On Target	1	3.6
Exceeding Target	21	75
Not Meeting Target	6	21.4
Totals	28	100

Table 2

Performance Measure	Target	Actual	Dashboard
CC1 Wet Activities	390,600	370,597	
CC2 Dry Activities	449,550	410,038	
Net Promoter Score	66	67	
Staff Absence	7.00	7.58	
Full Facility Closure (Hrs)	0	0	
Partial Facility Closure (Hrs)	180	112.25	
GP Referral Consultations	1,500	1,333	
Clubs Engaging with WDL	110	111	
Number of Website Hits	355,000	404,767	
New Facebook Likes (WDLT)	600	1,162	
New Facebook Likes (SD)	510	748	
New Facebook Likes (AS)	400	593	
New Facebook Likes (TOTAL)	1,510	2,503	
Total Facebook Likes (WDLT)	3,163	3,747	
Total Facebook Likes (SD)	1,120	1,359	
Total Facebook Likes (AS)	790	983	
Total Facebook Likes (TOTAL)	5,073	6,089	
Facebook Visits (WDLT)	320,000	707,055	
Facebook Visits (SD)	220,000	374,283	
Facebook Visits (AS)	168,000	216,701	
Facebook Visits (TOTAL)	708,000	1,298,039	
Number On-Line Users	3,500	3,210	
Expenditure v Budget	0	(£206,280)	
Income v Target	0	(£9,264)	
Net (Profit) / Loss*	0	(£215,544)	
% Income (Mgt Fee)	58.3%	58.2%	
% Income (Customer Receipts)	41.7%	41.8%	
Cost per Visit	£ 3.11	£ 3.33	

	On Target
	Exceeding Target
	Not Meeting Target

While 6 indicators missed their target, it is worth noting the performance of these 6 indicators was within 8.7% of the target value (except for GP Referrals). In addition, 2 of the 6 indicators have shown an improvement on last year's performance.

Overall, the performance of the indicators in 2016/17 has seen 16 of the indicators show an improvement in performance from the previous year; 1 indicator remaining the same; 7 indicators showing a decline on the previous year; and 4 indicators had not data from the previous year to compare to.

There were 7 indicators which showed a decline on the previous year's performance, although 3 of these 7 Indicators did exceed the annual target set for 2016/17. These indicators are:-

- CC1 Wet Activities
- CC2 Dry Activities
- GP Referral Consultations
- Expenditure against Budget (Did exceed Target)
- Income against Target (Did exceed Target)
- Net (Profit) / Loss (Did exceed Target)
- Customer Spend per Visit

These indicators will be monitored throughout 2017/18 and, if required, actions will be developed to ensure an improvement in their performance.

2017/18 Targets

The following tables indicates the targets which have been agreed for 2017/2018

Strategic Outcome – Grow the Business

Performance Measure	1st Qtr Target	2nd Qtr Target	3rd Qtr Target	4th Qtr Target	Annual Target
CC1 Wet Activities (per 1,000)	1,209	1,369	1,002	1,257	4,837
CC2 Dry Activities (per 1,000)	1,782	1,576	1,618	1,877	6,853
Overall Usage	331,534	318,093	316,618	382,880	1,349,126

Performance Measure	1st Qtr Target	2nd Qtr Target	3rd Qtr Target	4th Qtr Target	Annual Target
Individual Participants (All Memberships)					8,900
Individual Participants (Active Schools)					5,800
DD Memberships					3,000
GP Referral Consultations*	375	375	375	375	1,500

Strategic Outcome – Improve Customer Experience

Performance Measure	1st Qtr Target	2nd Qtr Target	3rd Qtr Target	4th Qtr Target	Annual Target
Net Promoter Score	CF 50	SD 92	LC 60	AS 80	73
Number of Website Hits	86,000	111,000	75,000	108,000	380,000
Facebook Organic Reach	350,000	300,000	300,000	350,000	1,300,000
On-Line Booking Users					4,000
Mobile Pro Users					1,000
% P7 Pupils that can Swim					65%
% of Live Active Referrals still Active after 3 Months*					60%
% of Live Active Referrals still Active after 6 Months*					49%
% of Live Active Referrals still Active after 12 Months*					37%
No. Clubs WDLT Accredited					20

CF – Community Facilities; SD – Sports Development; LC – Leisure Centres; AS – Active Schools

Strategic Outcome – Financial Sustainability

Performance Measure	1st Qtr Target	2nd Qtr Target	3rd Qtr Target	4th Qtr Target	Annual Target
Income v Target					0
Expenditure v Budget					0
Net (Profit) / Loss					0
% Income (Mgt Fee)					54%
% Income (Receipts)					46%
Cost per Visit (Mgt Fee)					£ 2.90
Staff Absence (FTE)	1.75	1.75	1.75	1.75	7.0

*Target set by Greater Glasgow Health Board

West Dunbartonshire Leisure Trust

Financial Summary 2016/17

The Trust completed its fifth (5th) year of operation at 31st March 2017 and the financial position to that point resulted in a surplus being generated enabling an acceptable level of reserves to be held.

In summary, the financial position during 2016/17 is noted below:

	Unrestricted / Restricted Fund	Pension Fund	Total Funds
Total income	6,786,204	(16,000)	6,770,204
Total spend on charitable activities	(6,580,662)	(75,000)	(6,655,662)
Net Movement in Funds	205,542	(91,000)	114,542
Actuarial (loss)	0	(3,118,000)	(3,118,000)
Net Movement in Funds (after retirement benefit scheme loss)	205,542	(3,209,000)	(3,003,458)

Funds held as at 31 March 2017:

	31 March 2017	31 March 2016
Total Funds	£(1,888,362)	£1,115,096

The Unrestricted surplus was £200,142 but at the year end the multi-employer defined benefit pension scheme is in deficit by £3,209,000 and therefore the net deficit for the year is £3,003,458.

The year-end financial position, summarised above, provides a sound platform from which we the Trust can continue to meet its commitments.

The principle funding sources are a combination of income generated through a level of sales, fees and charges for charitable activities (£1,890,292), membership fees (£930,100) as well as income from West Dunbartonshire Council by way of Management Fee (£3,957,440) for work undertaken in providing Leisure Services across the Council.

The principle sources of expenditure remain within staffing (£5,161,103) with a degree of spend on property (£765,727), transport (£20,992), administration (£568,678) and payments to other bodies (£139,159).

The financial activity during the year within each of the charitable areas can be summarised as follows:

	Income	Expenditure	Surplus/(Deficit)
Leisure Facilities	1,754,958	(3,973,380)	(2,218,422)
Community Facilities	397,436	(1,236,665)	(839,229)
Sports Development	426,995	(892,921)	(465,926)
Active Schools	241,003	(477,696)	(236,693)
Management Fee	3,957,440	0	3,957,440
Total	6,777,832	(6,580,662)	197,170

Reserves Policy

In 2014/2015 the Trust's reserves target was reviewed by the Trust's Audit Committee and revised to £700,000 which represents 3 months of turnover minus the management fee. As at 31 March 2017, the Trust had general reserves held of £700,000.

WEST DUNBARTONSHIRE COUNCIL**Report by the Head of Regeneration Infrastructure, Regeneration and****Economic Development Committee****22 November 2017**

Subject: Update on Property and Land Asset Disposal Strategy 2013-2018.**1. Purpose**

- 1.1** The purpose of this report is to provide Committee with an update in respect of the Property and Land Disposal Strategy 2013 – 2018 as approved at the Housing, Environment and Economic Development Committee on 13 February 2013.
- 1.2** Subsequent updates were submitted to the Infrastructure, Regeneration and Economic Development Committee on:- 18 June 2014; 18 March 2015; 25 March 2015; 25 November 2015 and 14 December 2016

2. Recommendations

It is recommended that Committee:

- (i) Notes the priorities and progress made in meeting the priority objectives set out in The Property and Land Disposal Strategy 2013 – 2018.
- (ii) Notes the progress made in respect of the strategic sites.

3. Background

- 3.1** The Property and Land Disposal Strategy 2013-2018 (hereafter referred to as “the Strategy”), was approved by the Housing, Environment and Economic Development Committee on 13 February 2013.
- 3.2** The Strategy provides a platform from which decisions can be made in respect of the planned disposal of property assets. The ultimate aim of the Strategy is to allow a more pro-active and considered approach to the disposal of surplus property and land assets and to do so in a prioritised manner which best supports the Council’s objectives, and reduces the number of buildings that we own and operate out of, thus reducing overheads.

3.3 Those properties which have been declared surplus are grouped into three separate categories based on importance. In prioritised order, they are:

- Strategic Sites – sites that could bring significant economic impact.
- Rationalisation Programme – land and buildings that are to be disposed of as part of any Council rationalisation programme.
- Commercial and Private – land and buildings with commercial and/or private benefit to interested parties.

The Strategy provides a Surplus Assets List and Action Plan highlighting assets within each of the aforementioned categories. An updated list is provided as Appendix 1.

4. Main Issues

Strategic Sites/ Rationalisation Programme

- 4.1** A brief update on progress on some of the key strategic sites is provided below.
- 4.2** Site at Carrochan Road, Balloch – sale agreed subject to legal contract and planning - transaction approved at the Infrastructure, Regeneration and Economic Development Committee on 23 August 2017.
- 4.3** Former Bonhill Primary School, Bonhill – site of former school extending to 5,736 sqm sold to the Council's strategic housing partner, the Wheatley Group. Former pitch area extending to 3,781 sqm will be marketed for future sale.
- 4.4** Former Braidfield High School, Clydebank – property marketed, tender date set, offers received and subject to separate paper to Infrastructure, Regeneration and Economic Development Committee on 22 November 2017.
- 4.5** Highdykes Primary School, Bonhill, Alexandria – property marketed, tender date set, offers received and subject to separate paper to Infrastructure, Regeneration and Economic Development Committee on 22 November 2017.
- 4.6** Council Offices, Rosebery Place, Clydebank – Demolition contractor onsite. Site Investigations will be undertaken thereafter. It is planned to market the site in the Spring of 2018.
- 4.7** Former Auchentoshan Day Centre, Auchentoshan Estate, Clydebank – property currently being re-marketed for care home use with limited interest.

- 4.8** Land surrounding Crosslet House, Dumbarton – forthcoming development of care home is likely to impact on access and roads to the subject site. Defer marketing until care home complete and traffic impact established. Dense Japanese Knotweed requires continued treatment.
- 4.9** Playdrome Site, Clydebank – sale agreed subject to conclusion of legal contract and planning - sale approved at the Infrastructure, Regeneration and Economic Development Committee on 23 August 2016. The property was the subject of a further report to the Committee on 16 August 2017 regarding the Council underwriting the developers cost of demolition.
- 4.10** Site at Mitchell Way, Alexandria – property marketed, preferred developer identified, planning application prepared following detailed site investigations and discussions/ negotiations with the anchor tenant
- 4.11** Council Offices, Garshake, Dumbarton - closure spring 2018. Disconnections, asbestos strip out and sub station relocation to be undertaken prior to demolition. On completion of demolition site investigations will be undertaken and the site marketed thereafter. The demolition will come under Public Contract Scotland framework. The appointment will ensure that there is no delay for demolition once the property is vacated and the services disconnected.
- 4.12** Andrew Cameron ELCC, Dumbarton – will reopen as an Early Years establishment following refurbishment 2017/18. Will be removed from the Disposal Strategy.
- 4.13** Our Lady & St Patrick’s High School, Dumbarton – school due for closure in 2017. Pre-sale preparation to be considered including a planning development brief, possible outline planning application, servicing arrangements etc.
- 4.14** Haldane Primary School, Haldane - once vacated and services disconnected, the school will be demolished and a site investigation instructed in preparation for marketing of the site. The demolition will come under Public Contract Scotland framework. The appointment will ensure that there is no delay for demolition once the property is vacated and the services disconnected. It is anticipated that the school will close in February, 2018.
- 4.15** Going forward the Council may wish to develop some of the sites identified in this Strategy for commercial development.
- 4.16** Care Homes Sites
- Langcraigs Care Home - sale agreed subject to legal contract and planning - transaction approved at the Infrastructure, Regeneration and

Economic Development Committee on 23 August 2017.

Willox Park Care Home - discussions ongoing between Housing and HSCP re sheltered/assisted living use.

Dalreoch House Care Home - property marketed, tender date set, offers received and subject to separate paper to Infrastructure, Regeneration and Economic Development Committee on 22 November 2017.

Mount Pleasant Homes Care Home – part of the rationalisation process date of disposal to be confirmed.

Boquhanran House Care Home – part of the rationalisation process date of disposal to be confirmed.

Frank Downie House Care Home – part of the rationalisation process date of disposal to be confirmed.

Commercial and Private Land

4.17 In addition to the above, a number of properties have been marketed during the course of 2017/18 and capital receipts have been received. These include:

- 5 Gilmour Street, Alexandria - £8,000
- Area of ground at 6 Smith Crescent, Balloch - £3,000
- Area of ground at 26 Lansbury Street, Alexandria - £10,000
- Land behind Plot 1 Vale of Leven Industrial Estate - £40,000
- Plots 4 and 5 at Vale of Leven Industrial Estate - £80,000

Small Plot Disposals

4.18 A tender for the appointment of an agent to market the small plots was approved at Infrastructure Regeneration and Economic Development Committee on 25 November, 2015 is ongoing. The initial tender issued in February 2017 proved to be unsuccessful with no tenders returned and a further tender will be issued and a further update to Committee will be made in due course on the progress of these disposals. In the interim we are marketing sites on an ad hoc basis.

Community Empowerment (Scotland) Act – Asset Transfer

4.19 A separate paper in respect of Community Empowerment (Scotland) Act – Asset Transfer was submitted to the Infrastructure Regeneration and Economic Development Committee on 15 March 2017. Separate reports on proposed transfers will be reported to Committee at the appropriate time.

5. People Implications

- 5.1** There are no significant people implications other than the resources required by Asset Management and Legal Services to conclude the proposed disposal.

6. Financial and Procurement Implications

- 6.1** By pursuing and prioritising the disposal of the strategic sites, the Council are seeking to maximise capital receipts and improve opportunity for the economic regeneration of West Dunbartonshire.
- 6.2** The disposal of assets will allow savings attributed to vacant running costs and a reduction in the level of capital borrowing by the Council
- 6.3** In relation to the marketing of sites, the agent's fees/marketing costs will be deducted from the capital receipt achieved. The volume of disposals of larger value sites will generate an increase in capital receipts for the Council. A considered approach to marketing to maximise value will be undertaken.

7. Risk Analysis

- 7.1** It was not necessary to carry out a risk assessment on the proposal contained within the report. Any risk assessment will be undertaken on a site by site basis if and when a report to Committee is required.
- 7.2** As part of the marketing strategy consideration will be given to the competing interests in the market to ensure that the properties we are disposing of are released at the appropriate time to ensure maximum value is achieved.

8. Equalities Impact Assessment (EIA)

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

9. Consultation

- 9.1** Consultation has been undertaken between Asset Management and Legal Services to establish how best disposals can be serviced.
- 9.2** Consultation has been between Asset Management and Procurement to establish the best mechanism for appointing agents.
- 9.3** Consultation has been between Asset Management and Planning to establish Planning Briefs before sites are exposed to market.
- 9.4** No further consultations were deemed necessary.

10. Strategic Assessment

- 10.1** The release of development sites onto the market will contribute to the economic well-being of the area, the supply of housing, and increased employment. In turn this will make West Dunbartonshire a more attractive prospect for inward investment.
- 10.2** Through the adoption of a formal Community Asset Transfer Policy and Procedures, the Council are seeking to encourage and enable community organisations to take on assets and provide services which will contribute to the overall benefit of the community.

Jim McAloon

Strategic Lead, Regeneration

Date: 13 October 2017

Person to Contact:	Michelle Lynn, Client Business Partner, Council Offices, Garshake Road, Dumbarton, G82 3PU, T:01389 776992, Email: michelle.lynn@west-dunbarton.gov.uk
Appendices:	Appendix 1 – Surplus Assets List and Action Plan (Updated September 2017)
Background Papers:	<p>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</p> <p>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.</p> <p>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.</p> <p>Report by the Executive Director of Infrastructure and Regeneration to the Infrastructure, Regeneration and Economic Development Committee on 25 November 2015: Update on</p>

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 14 December 2016: Update on Property and Land Asset Disposal Strategy 2013-2018

Wards Affected: All.

Appendix 1- Surplus Assets List & Action Plan

ASSET	Comments	Estimated Date of Sale	Action	Responsibility for action
Strategic Sites				
Site at Carrochan Road, Balloch	8,728 sqm (2.17 acres) of ground at Carrochan Road, Balloch adjacent to new National Park Headquarters. Outline Planning Permission has been granted for a development of 23 residential units.	2017-18	Sale agreed subject to legal contract and planning - transaction approved at the Infrastructure, Regeneration and Economic Development Committee on 23 August 2017	Asset Management - Stuart Gibson Economic Development - Michael McGuinness Planning - Pamela Clifford
Former Bonhill Primary School, Bonhill	Site of former Bonhill Primary School extending to 1.42 acres (5,736 sqm). Area increased by inclusion of pitch extending to 3,781 sqm giving a total area of 9,517 sqm (2.35 acres).	2017-18	Site of former school extending to 5,736 sqm sold to the Council's strategic housing partner, the Wheatley Group. Former pitch area extending to 3,781 sqm will be marketed for future sale.	Asset Management - Stuart Gibson Economic Development - Michael McGuinness Planning - Pamela Clifford
Auchentoshan (Former ATC), Mountblow Rd, Clydebank	Former adult training centre within Auchentoshan Estate which was closed in February 2009. Property was marketed in 2010/11 with one offer received but never concluded. Property was demolished May 2013. Asset now comprises cleared site. Proposal to lease (with Option to Purchase) at market value for educational use rejected by IRED Committee 17/09/14. Committee instruction to re-market for care home use.	2017-18	Property currently being re-marketed for care home use with limited interest.	Asset Management - Stuart Gibson
Former Braidfield High School, Clydebank	Site of former Braidfield High School extending to 7.8 acres (31,576 sqm). Area increased due to inclusion of pitches. Demolition completed 2010.	2017-18	Property marketed, tender date set, offers received and subject to separate paper to Infrastructure, Regeneration and Economic Development Committee on 22 November 2017.	Asset Management - Stuart Gibson Economic Development - Michael McGuinness Planning - Pamela Clifford
6.47 acre site at Levenbank Road, Jamestown (Milton Loan)	26,167 sqm (6.47 acres) of ground at Levenbank Road, Jamestown identified for residential use in finalised local plan. Local plan suggests 68 units for site based on 75 units for larger area. Likely purchaser to be a RSL.	2018-19	Negotiations with adjoining proprietor ongoing with a view to bringing the site to market jointly.	Asset Management - Stuart Gibson Economic Development - Michael McGuinness Planning - Pamela Clifford
St James Retail Park, Glasgow Road, Dumbarton. Phase 1 part disposal and Phase 2 complete disposal of 5.14 acre site	20,809 sqm (5.14 acres) of ground at St James Retail Park, Glasgow Road, Dumbarton. The site is zoned as a retail development opportunity in the finalised Local Plan. Planning consent for a retail development for 3 units totalling 35,000 sqft has been granted. Phase One receipt £1.0M, Phase Two receipt £1.5M.	2019-20	Discussions postponed due to market conditions. No current retailer demand. Negotiations to be resurrected during 2017-18.	Asset Management - Stuart Gibson
Playdrome, Clydebank	Leisure provision to be relocated to new facility at Queens Quay and thereafter planned disposal of 8.58 acre site.	2017 -18	Sale agreed subject to conclusion of legal contract and planning - sale approved at the Infrastructure, Regeneration and Economic Development Committee on 23 August 2017	Asset Management - Stuart Gibson Economic Development - Michael McGuinness Planning - Pamela Clifford
Site at Heather Avenue, Alexandria	17,281 sqm (4.27 acres) of ground at Heather Avenue, Alexandria identified for residential use in finalised local plan. Local plan suggests 160 units for whole development site (9.76 acres) therefore proportionate amount for WDC vacant site of 4.27 acres.	2017 - 18	Discussions with adjoining owners finalised and access arrangements concluded to allow comprehensive redevelopment of the larger site. Site now to be prepared for marketing.	Asset Management - Stuart Gibson Economic Development - Michael McGuinness Planning - Pamela Clifford
Highdykes Primary School, Braehead, Bonhill, Alexandria	17,847 sqm (4.41 acre) site of Highdykes Primary School.	2017-18	Property marketed, tender date set, offers received and subject to separate paper to Infrastructure, Regeneration and Economic Development Committee on 22 November 2017.	Asset Management - Stuart Gibson

Aikenbar Primary School, Dumbarton	School closed June 2016	2018-19	Demolition complete, site being transferred to HRA account negotiations ongoing with occupiers of Longcraggs Centre.	Asset Management - Stuart Gibson
Mount Pleasant House, 2 Ashtree Court, Old Kilpatrick	Care home scheduled for possible closure	TBC	Part of rationalisation programme	Asset Management - Stuart Gibson
Boquhanran House, Dickens Avenue, Clydebank	Care home scheduled for possible closure	TBC	Part of rationalisation programme	Asset Management - Stuart Gibson
Frank Downie House, Ottawa Crescent, Clydebank	Care home scheduled for possible closure	TBC	Part of rationalisation programme	Asset Management - Stuart Gibson
Dalreoch House, West Bridgend, Dumbarton	Care home closed June 2017	2017-18	Property marketed, tender date set, offers received and subject to separate paper to Infrastructure, Regeneration and Economic Development Committee on 22 November 2017.	Asset Management - Stuart Gibson
Langcraigs Care Home, Gooseholm Road, Dumbarton	Care home closed July 2017	2017-18	Sale agreed subject to legal contract and planning - transaction approved at the Infrastructure, Regeneration and Economic Development Committee on 23 August 2017	Asset Management - Stuart Gibson
Our Lady and St Patricks, Hawthornhill Road, Dumbarton	School due for October 2017	2018 - 19	School due for closure in 2017. Pre-sale preparation to be considered including a planning development brief, possible outline planning application, servicing arrangements etc.	Asset Management - Stuart Gibson
Willox Park Care Home, Colquhoun Street, Dumbarton	Care Home closed June 2017	2018 - 19	Discussions ongoing between Housing and HSCP re sheltered/assisted living use.	Asset management - Stuart Gibson
Site at Mitchell Way, Alexandria	15,742 sqm (3.89 acre) development site in Alexandria town centre is presently subject to a public tendering exercise. An additional area of land extending to (11,372) 2.81 acres can also be made available to interested parties.	2018 - 19	Property Marketed, preferred developer identified, planning application progressing.	Asset Management - Stuart Gibson Economic Development - Michael McGuinness
Site at Crosslet House, Argyll Avenue, Dumbarton	A significant portion of the site is to accommodate a new care home which completed in April 2017. Development of the remainder of the site is restricted due to topography, flooding risk, ancient woodland and Japanese Knotweed. Around seven residential units are deemed suitable for the remaining developable parts of the site.	2019-20	The completed care home is likely to impact on access and roads to the subject site. Defer marketing until care home complete and traffic impact established. A suitable site can be formed to be brought to the market. There is Japanese Knotweed close by that requires continued treatment but would not affect the prospect site for sale.	Asset Management - Stuart Gibson Economic Development - Michael McGuinness Planning - Pamela Clifford
Council Offices, Rosebery Place, Clydebank	Council offices relocated from Rosebery Place to Aurora House. One Stop Shop remain in occupation of the ground floor until Spring 2016. Once fully vacated, the site can be prepared for marketing.	2018-19	Demolition contractor onsite. Site Investigations will be undertaken thereafter. Fully marketed Spring 2018.	Asset Management - Stuart Gibson
Council Offices, Garshake Road, Dumbarton	Part of Office Rationalisation Proposal.	2018-19	Closure spring 2018. Disconnections, asbestos strip out and sub station relocation to be undertaken prior to demolition.	Asset Management - Stuart Gibson

PROPERTY	General Comment	Date or Estimated Date of Sale	Action	Responsibility for Action
Rationalisation Programme				
Library Offices Poplar Road Dumbarton	Options on Poplar Road facility being considered.	TBC	When vacated seek to declare surplus and market property on open market.	Asset Management - Stuart Gibson
Balloch Castle Balloch	Historic Castle leased from GCC. All services now working at new locations.	TBC	Seek alternative uses for facility. Investigation into Feasible New Uses. Part of Balloch Charette.	Asset Management - Stuart Gibson
30 Church Street Alexandria	Part of Office Rationalisation Proposal. Purpose built office building with car parking.	2017 - 18	Agreement to market for sale subject to approval from Council.	Asset Management - Stuart Gibson
85 Kilbowie Road Clydebank	Purpose built office building with car parking. Current long term lease.	2017 - 18	No action for time being. Possibly part of future rationalisation.	Asset Management - Stuart Gibson
4/6 and 10 Elm Road Dumbarton	Part of Depot Rationalisation Proposal. Former workshops and office buildings.	TBC	Part of depot rationalisation.	Asset Management - Stuart Gibson
264 Glasgow Road	Shop.	NA	Application from tenant required to action disposal. Authority to sell to tenant only.	Asset Management - Stuart Gibson
276 Glasgow Road	Shop.	NA	Application from tenant required to action disposal. Authority to sell to tenant only.	Asset Management - Stuart Gibson
Site at 5/13A Lennox Drive, Faifley	Ground at 5/13A Lennox Drive, Clydebank which is required for development of the adjacent residential site by Faifley Housing Association. .	2018-19	Negotiations on-going. Agent to be instructed to progress disposal.	Asset Management - Stuart Gibson
Yard 62/64 Clyde Street Clydebank	Previously considered for sale to sitting tenant - negotiations did not progress to completion.	2019 - 20	Part of depot rationalisation. Agent to be instructed when site ready for disposal.	Asset Management - Stuart Gibson
1.73 acres of ground Bellsmyre - 3 sites	7,001 sqm (1.73 acres) of ground at 11-15 Muir Road, 11-15 Aitkenbar Drive and 2-4 Pennicroft Avenue, Bellsmyre, Dumbarton. Three sites included in valuation as proposed to sell as part of single transaction	2018-19	Agent to be instructed to undertake disposal.	Asset Management - Stuart Gibson
8 Elm Road Dumbarton	Surplus property pending committee approval to market/sell	2019 - 20	Decision on sale delayed for Depot Rationalisation Programme Review to be completed	Asset Management - Stuart Gibson
10a Elm Road, Dumbarton - Window factory	Surplus property pending committee approval to market/sell	2019 - 20	Decision on sale delayed for Depot Rationalisation Programme Review to be completed	Asset Management - Stuart Gibson
Grazing Land, Castlehill	Previously proposed sale to tenant farmer.	2018-19	Action by Legal Services may allow WDC to secure rent or sale. Agent to be instructed to progress sale.	Asset Management - Stuart Gibson

PROPERTY	General Comment	Estimated Date of Sale	Action	Responsibility for Action
Commercial and Private				
Marinecraft changing room and gymnasium , Woodyard Road, Dumbarton.	Terms agreed to sell the facility to the adjacent owner once the property is vacated. Committee approval to proceed with the sale was provided at the 16th September 2015 IRED Committee.	2019-20	Under offer - Progress to a concluded missive once new facility has been built.	
82 Main Street Alexandria	Former office extending to 863 sqft on the first floor with access at the rear. Declared surplus and marketed for sale in 2011/12. Offer of £46,000 received but not concluded as issues over access remain unresolved.	2018-19	Access issues being resolved with legal.	Asset Management - Stuart Gibson Regularatory - Sally Michael
102 Main Street, Alexandria	Former offices extending to 1,406 sq ft on the first floor and attic with access at the rear. Declared surplus but not yet marketed for sale.	2017- 18	Title being investigation. Potential flying freehold over close area to be resolved.	Asset Management - Stuart Gibson Regularatory - Sally Michael
Ground at Parkhall Road	Surplus Status to be clarified. Possibility of 1-2 residential developments plots.	2018-19	Japanese Knotweed being onitored. Discussions ongoing with neighbouring owner. Assess marketability of the site.	Asset Management - Stuart Gibson
Levenford Gatelodge and Coach houses	Vacant house (coach house) and derelict gate lodge. Declared surplus on 30th March 2005. Inspection during 2010 found property to be in a poor condition.	2016 - 17	Property being marketed but limited interest.	Asset Management - Stuart Gibson
Former Public Toilet - Quay St, Dumbarton	410 sqm (0.01 acre) site at Quay Street, Dumbarton. Formerly public toilets demolished in 2009. Site value based on part commercial and part residential uses.	2018-19	Agent being appointed to bring to market.	Asset Management - Stuart Gibson
32 sqm of ground at Glasgow Road, Hardgate, Clydebank	32 sqm of ground at Glasgow Road, Hardgate currently used as a flower bed. Forms part of a larger potential residential development site.	No action	Planning investigation required to establish alternative use. Nominal value. No action required.	Asset Management - Stuart Gibson
Kilbowie Road roundabout, Clydebank	Development site opposite fire station. May suit licensed/public house use.	No action	Considered nil value due to underlying ground conditions. No action required.	Asset Management - Stuart Gibson
365 sq m site at Hardie Street, Alexandria	461 sqm (0.11 acres) of ground at 7 Hardie Street, Alexandria within an existing residential area. Considered suitable for development of a single house plot. Site forms amenity ground at present.	20118-19	Title investigation required. Agent to be appointed to dispose of the site.	Asset Management - Stuart Gibson
0.576 acre site 193 Dumbarton Rd. Clydebank-Site	Development is limited by main sewer at the rear of the site, irregular shape and access issues. Great value achievable if considered in conjunction with the adjoining site.	2018-19	Negotiations on-going with the adjoining owner.	Asset Management - Stuart Gibson
404 Glasgow Road, Clydebank	2 areas of ground 1,975 sqm (0.49 acres) and 282 sqm (0.07 acres) at 404 Glasgow Road, Clydebank. Ground adjacent to site of former church which was demolished. Planning permission for mixed use development refused in 2008/09.	No action.	Part of site has been sold. Investigate opportunity for disposal of remaining sites. Nominal value. No action currently required.	Asset Management - Stuart Gibson
0.16 acres of ground at 44-46 Gaitskill, Alexandria	454 sqm (0.11 acres) of ground at 44-46 Gaitskill Avenue, Alexandria. Former playground with potential as a single house plot. Value reduced to reflect generally falling market. Area amended as error in previous assessment.	2018-19	Planning investigation required to establish alternative use.	Asset Management - Stuart Gibson
5 acre site at Lomond Industrial Estate, Alexandria	20,235 sqm (5 acres) of ground at Strone Road, Lomond Industrial Estate, Alexandria zoned for industrial use. The site is subject to flooding and is on the route of the proposed Lomond Canal.	Retain Site	Site levels require to be lifted to alleviate flooding. Substantial capital investment required which is likely to exceed any capital receipt.	Asset Management - Stuart Gibson
Brown Ave. Clydebank-Ground	Rectangular flat grassed site in established residential area. Currently open space therefore no scope for development.	No action.	Nominal value. No action required.	Asset Management - Stuart Gibson
0.2 acres of ground at 1 Carmona Drive, Haldane, Alexandria	Sloping grass verge site in existing residential area.	No action.	Nominal value. No action required.	Asset Management - Stuart Gibson

5A Colquhoun Drive. Alexandria- LAND	Flat regular shaped corner site in existing residential area. Currently used as gardens by adjoining residents. Could support an apartment block subject to Title and Planning although likely resistance from residents.	2018-19	Further investigation required. Agent to be appointed.	Asset Management - Stuart Gibson
500 sqm of ground at 118 Roman Crescent, Old Kilpatrick, Clydebank	Site comprises lock ups and hard surfaced flat ground within established residential area. Possible House plot(s) sale(s) - subject to Title and Planning.	2018-19	Verify with Housing if lock-ups currently leased out. If suitable for disposal, appoint agents.	Asset Management - Stuart Gibson
Braes Ave, Whitecrook, Clydebank	Flat plot of land off Braes Avenue. Main services/utilities should be readily available.	2018-19	Further investigation required. Agent to be appointed.	Asset Management - Stuart Gibson
Dumbarton Rd (opposite Foto One), Clydebank	Public open space, mature trees and footpath over narrow linear site.	2018-19	Nominal value. No action required.	Asset Management - Stuart Gibson
Grnd Lawmuir Cres and Whitehill Rd, Duntocher, Clydebank	Steeply sloping site - appears to be green belt land - Planning discussions required.	2018-19	Nominal value. No action required.	Asset Management - Stuart Gibson
Grnd, Boulevard (North), Clydebank	Triangular area of ground on northern side of Great western Road - to east of access road of Bouelvard Hotel.	No action.	Nominal value. No action required.	Asset Management - Stuart Gibson
Grnd, Douglas Muir St, Faifley, Clydebank	Steeply sloping site adjacent to existing residential units - worthy of further investigation with planning dept.	No action.	Nominal value. No action required.	Asset Management - Stuart Gibson
Grnd, Glasgow Rd, Hardgate, Clydebank	Linear narrow grass verge.	No action.	Nominal value. No action required.	Asset Management - Stuart Gibson
Grnd, Gran St and Davidson St, Clydebank	Open space area adjacent to Canal - restricted access	No action.	Nominal value. No action required.	Asset Management - Stuart Gibson
Land - Glenhead Road - 20 units	Flat linear site used for lock up garages	No action.	Nominal value. No action required.	Asset Management - Stuart Gibson

PROPERTY	General Comment	Estimated Date of Sale	Action	Responsibility for Action
Commercial and Private				
Land at Onslow Road (West) - 20 units	Open flat grassed area adjacent to scout hall and railway line	No action	Nominal value. No action required.	Asset Management - Stuart Gibson
North of Craigielee Road, Clydebank	Grassed corner verge site adjacent to housing. Forms part of larger Title. To be further investigated with WDC planning.	No action.	Nominal value. No action required.	Asset Management - Stuart Gibson
North of Craigielee Road, Clydebank	Steeply sloping grassed site in residential area.	No action.	Nominal value. No action required.	Asset Management - Stuart Gibson
Parkhall Rd (South of Manse), Clydebank	Steeply sloping grassed site in residential area.	No action.	Nominal value. No action required.	Asset Management - Stuart Gibson
Site - Durban Ave. Clydebank	Landscaped public open space area.	No action.	Nominal value. No action required.	Asset Management - Stuart Gibson
Site - Talisman Ave, Dumbarton	Grassed verge in existing residential area.	No action.	Nominal value. No action required.	Asset Management - Stuart Gibson
Site South of Breval Cres, Duntocher, Clydebank	Grassed corner verge site adjacent to housing. Forms part of larger Title. To be further investigated with WDC planning.	No action.	Nominal value. No action required.	Asset Management - Stuart Gibson
South behind Duntocher Hotel, Clydebank	Site could accommodate development however currently used as open space and footpath. Recent residential development adjacent - if it could have been sold or developed likely to have been included within that development. Clarify position with WDC Planning.	No action.	Nominal value. No action required.	Asset Management - Stuart Gibson
Westernmost part of Beeches Rd, Duntocher, Clydebank	Linear public open space in established residential area with two existing points of access. However, plot depth, layout of land and vehicle access may prove problematic. To be further investigated with WDC planning.	No action.	Nominal value. No action required.	Asset Management - Stuart Gibson

WEST DUNBARTONSHIRE COUNCIL**Report by the Strategic Lead of Regeneration**

**Infrastructure, Regeneration and Economic Development Committee:
22 November 2017**

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 development.

2. Recommendations

- 2.1 It is recommended that Committee;
- (i) note the progress that has been made to date and that the budget allocation of £15.621m is now expected to be fully utilised by December 2018.

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 up to £15.621m 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 (PPiP) for the agreed masterplan. A major application procedure was initiated in January 2015 which resulted in submission of Application for PPiP with supporting Environmental Statement in October 2015.
- 3.5 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.

- 3.6** An application for approval of Matters Specified in Consent (MSiC) was submitted by CRL with full details of the proposed works together with an application for Road Construction Consent (RCC). This MSiC application was approved by Planning Committee in May 2017 and the RCC is scheduled for approval imminently.
- 3.7** 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.
- 3.8** A detailed survey has been undertaken on the Marine works comprising basin structure, 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 Council have agreed the proposed works that will achieve a minimum design life of 60years.
- 3.9** A business case to support the proposed investment in a District Heating Network was approved at Council in November 2016, as was an investment of £6m by the Council alongside the £6.1m investment by the Scottish Government Low Carbon Infrastructure Transformation Programme (LCITP). The proposed investment is now being implemented in accordance with the agreed procurement and delivery process.
- 3.10** Consultants were appointed by the Council to undertake concept design for the proposed District Heat Network and commercial agreements for its future operation. The design work was completed in early in July 2017 and the procurement of a network operator and /water source heat pump provider/operator is progressing. A planning application for new energy centre was submitted in early October with work planned to commence early in 2018.
- 3.11** There are significant cost benefits in aligning the required district heating infrastructure with the proposed civil engineering work for the main site to achieve full integration of the proposed distribution pipework, abstraction point and energy centre. Although this has resulted in delay to the full design and implementation of the core infrastructure works the overall delivery programme meets the LCITP objectives.
- 3.12** The regeneration of Queens Quay is at the heart of the Council's regeneration strategy for Clydebank. The former shipyards have lain unused for many years and the delivery of the proposed masterplan will reconnect the town with the River Clyde and allow the establishment of a new waterfront community as an integral part of the Town centre. It is anticipated the first homes will start being built during 2019 and the Council has already acquired land for around 180 social/affordable homes. In addition to the physical regeneration of the area the development will also

deliver significant long term economic benefits and potential employment opportunities as a result of additional expenditure in the local economy.

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 2017/18. Work is now expected to commence in the autumn of 2017 with a target completion date changed to autumn 2018. The works on site at Queens Quay have taken longer than anticipated in part due to the need to ensure the impact of the District Heating Network (DHN) as a means to deliver a “low carbon” development and then in the programming of a fully integrated masterplan and DHN delivery timetable that will avoid the potential negative impact of adverse weather on the construction works. Works could have been initiated during the latter part of 2017, this would have necessitated undertaking extensive excavation and earthmoving works during the winter months. Instead, the developer has planned to commence the main road, Utility and DHN works in the spring of 2018 to avoid additional costs and potential unforeseen delays.
- 4.2** A number of works packages are being progressed in parallel to achieve the dual objective of accelerating the District Heating Network works with the proposed Queens Quay core infrastructure works.
- 4.3** Remediation of hydrocarbon impacted soils at a number of small specific locations commenced in August 2017 and has now been completed satisfactorily. Work to screen material stored in stockpiles held on site commenced during the spring of 2017 and this will continue until the suitable material has been distributed across the site to provide a platform for future development.
- 4.4** A mini masterplan has been produced by NHS and the Council for the proposed Clydebank Care Home and NHS Health centre. This is consistent with the wide area masterplan and provides for integration of the future housing sites in adjacent and nearby plots.
- 4.5** In addition to the proposed Junction improvements at Cart Street and Cable Depot road CRL are working closely with the Council to ensure co-ordination over the proposed carriageway alterations and the creation of a shared surface on Dumbarton Road/Glasgow Road. Further work to explore options for extending Alisa Road to provide for better public transport links to serve the West College Scotland and the new Leisure Centre have also been initiated.
- 4.6** CRL has appointed consultants to develop a branding and marketing strategy for the project as well as dealing with press, PR and website enquiries at www.queens-quay.co.uk. The consultants will work closely with Council staff in development of the communications strategy and its implementation.

4.7 The governance of the DHN will be developed over the next six months and a paper will be presented to IRED committee in March 2018 seeking Councillor participation, along with other appropriate individual representatives to govern the overall DHN. This Board will be established in June 2018 with the DHN currently on plan with a late autumn 2018 commissioning.

4.8 An Energy Supply Company (ESCO) will be established and this will be 100% owned by the Council. The ESCO will become responsible for leading the delivery and ongoing operation and management of the DHN.

5. People Implications

5.1 Officers continue to work closely with CRL to implement the terms of the development Agreement and deliver the infrastructure and LCITP project.

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 every 4-6 weeks with fortnightly reporting of progress and a monthly finance summary. In June 2017 it was agreed by the management group that the same project board would also be responsible for the delivery of the DHN LCITP project.

6.2 The original programme has been delayed and planned expenditure is below forecast expectations for 2015/16 and 2016/17. Planned expenditure has been re-profiled for 2017/18 and 2018/19 with a view to delivering the project as efficiently and effectively as possible.

6.3 The original financial model and assumption will be used to measure financial performance. An updated cost plan has been 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 current development programme and expected financial projections are summarised below in Table 1: £15.621m of the core infrastructure costs will be funded by the Council. Any additional expenditure would be funded from land sale proceeds as originally expected in the financial model.

Table 1

Financial Years	2015/16	2016/17	2017/18	2018/19	TOTAL
	£m	£m	£m	£m	£m
Investigations, Demolitions & site clearance		0.062	0.250	0.500	0.812
Earthworks		0.622	0.170	0.070	0.862
Drainage and road works			1.466	1.826	3.292
SPT infrastructure works				0.050	0.050
Utilities on site			0.092	0.635	0.727
Utilities on site			0.176	0	0.176
Utilities off site			0.278	0	0.278
Basin sheet Piling and deck construction			1.690	1.982	3.672
waling beam works			0.383	1.058	1.441
sheet piling /cathodic protection			0	0.500	0.500
Basin Concrete repairs			0	0.849	0.849
Professional Fees	0.334	0.385	1.102	0.148	1.969
Project Contingency			0.400	0.593	0.993
Total	0.334	1.069	4.121	8.211	15.621

- 6.5** It is anticipated that the investment will be recovered through land sales to developers. The revenue will be shared between the CRL and the Council in proportion to the investments made of approximately 50%.
- 6.6** An initial land sale comprising part of the forecast Phase 1 was completed and approved by Housing & Communities Committee on 22 February 2017. The area of land sold extended to 1.178Ha (2.91Acres) and was acquired by the Council as the Strategic Housing Authority with full grant funding from Scottish Government. In accordance with the terms of the DRA the Council received £0.910m being a 50% share of sale proceeds.
- 6.7** The purchase of land for the proposed energy centre by the Council will be advanced over the next 2 months. Funding of £0.900m for this purchase will come from the Regeneration Fund, if approved at IRED and will be fully recovered plus any interest incurred over the first 20 years of the operation of the DHN. In addition, through the participation in the land sale, this will generate a 50% return (minus transaction fees) received as part of the development agreement with Queens Quay landowners CRL Limited.

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 2.

Table 2

Type	Key risk	Impact	Mitigation
Project Cost	Core infrastructure over-run	Financial additional funding required	A general project contingency allowance of 6% on projected infrastructure budget (as part of £15.621m) is in place. 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 Market conditions	Financial & Regeneration - Cash flow and Revenue stream/ Economic benefits delayed which would have additional cost implications. Slowdown of plan and of planned revenue stream/ economic benefits	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. 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
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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 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 through the Connecting Clydebank A814 project and also 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 took place and continues 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: 23 October 2017

Person to Contact: Michael McGuinness- Manager, Economic Development. Telephone: 01389 737415
e-mail: michael.mcguinness@west-dunbarton.gov.uk

Appendices: None

Background Papers: IRED Committee Report 15 June 2015: Queens' Quay, Clydebank
IRED Committee Report 12 September 2014: Queens' Quay, Clydebank

Wards: Clydebank Central, Ward 5
Clydebank Waterfront, Ward 6

WEST DUNBARTONSHIRE COUNCIL**Strategic Lead, Regeneration****Infrastructure, Regeneration and Economic Development Committee:****22 November 2017**

**Subject: Regeneration Fund – Project Proposal for Connecting
 Clydebank, Dumbarton Rd/Glasgow Rd A814 Project**

1. Purpose

- 1.1** The purpose of this report is to provide Committee with a detailed project proposal for the Connecting Clydebank, (Dumbarton Rd/Glasgow Rd A814) project that is supported by the Council's Regeneration Fund.

2. Recommendations

- 2.1** It is recommended that Committee;

- (i) approves the project proposal prepared for the Connecting Clydebank, Dumbarton Rd/Glasgow Rd A814 Project, as set out in Appendix 1 of this report, to allow progress of the procurement of a contract for the works;
- (ii) approves funding of £2.3m towards the project, held within the approved Regeneration Fund agreed by Council on 28 October 2015, and
- (iii) notes that the outcome of the procurement process for this project will be reported to a future Tendering Committee for approval.

3. Background

- 3.1** A report to the IRED Committee of 21 June 2017 provided an update to Members on progress with projects that had received a notional funding allocation from the Regeneration Fund.
- 3.2** On 28 October 2015 Council agreed to the creation of the capital Regeneration Fund with £12.4m being identified. The Fund's key operating principles and allocations to specific projects were then agreed by IRED Committee on 16 March 2016 and 14 September 2016. Table 1 below provides a summary of these projects.

Table 1

Project	Estimated Project Costs	Notional Allocation Regeneration Fund
Connecting Clydebank (A814)	£4.3M	£2.3M
Bowling Basin	£2.0M	£2.0M
Dumbarton Waterfront Path	£2.5M	£1.5M
Balloch Village Squares	£1.6M	£1.2M
Sub total	£10.4M	£7.0M
Further Projects in Development	TBC	£4.4M
General Contingency	-	£1M
Total	£10.4M	£12.4M

- 3.3** The Connecting Clydebank project is a direct response to the Clydebank Town Centre Charrette Action Plan that was developed in 2015. A central component of the future vision was considered to be enhancing the link between the town centre and Queens Quay. Creating an improved connection, across the A814 Glasgow Road, including the scope to improve the public realm was the highest priority emerging from the charrette. It was noted that at present the route has a sense of being car dominated with a wide four lane carriage way and a narrow raised central area. It needs to be transformed to become more pedestrian friendly, to encourage walking and cycling, to reduce the width of crossing points and to improve the general public realm and street space.
- 3.4** The project has been developed since early 2016. Initial plans were prepared to consider how the A814 (Dumbarton/Glasgow Road) between Argyll Road to the east and Clydebank Library to the west could be physically improved to encourage people to walk and cycle between the town centre, the Library and Town Hall and the proposed new homes and facilities at Queens Quay.
- 3.5** The project area covers footway and road surfaces along the stretch of the A814 Glasgow Road/ Dumbarton Road from the west of Miller Street at Clydebank Library to just before the Argyll Road/Cart Street junction. The main elements of the proposed improvements include:
- reduced road widths, however importantly retaining two lanes in either direction;
 - controlled crossing points, at as short a distance as possible, linking to existing transport hubs and routes to important destinations;
 - the introduction of a 20 mile per hour speed limit;
 - traffic calming ramps and raised tables at key junctions;
 - removal of kerbs and barriers along part of the central reservation and replacement with a setted central strip at the same level as the road surface;
 - creation of wider sections of footway at key locations such as Clydebank Library, Town Hall and Titan Boulevard – the main route into Queens Quay;

- improvements to the setting of important listed and civic buildings;
- the re-location slightly further east of the bus stop that is currently outside the Town Hall;
- footway space that can be used by pedestrians and cyclists along the northern and southern sides of the carriageway which will link to the National Cycle Network - NCN7;
- landscaping and tree planting to enhance the overall setting of the space;
- better quality and durable materials including natural stone;
- seating and resting points; and
- feature lighting within the central reservation and at other key locations.

4. Main Issues

- 4.1** As reported at September 2016 IRED Committee, there is a requirement for all of the projects to develop detailed proposals/business cases to be presented to the IRED Committee for approval. Project proposals for Dumbarton Waterfront Pathway and Balloch Village Squares projects were approved at IRED Committee on 16 August 2017.
- 4.2** The project proposal has been prepared for Connecting Clydebank (Appendix 1), which provides details on the estimated costs, benefits and options in relation to the project and the delivery programme timeframe.
- 4.3** A Community Links funding application was submitted to Sustrans - a charity that promotes cycling and walking, in February 2016. The Council was successful in securing £2m in principle from them, towards the project, subject to Sustrans being satisfied with the design and public consultation process. The overall cost of the project has been estimated at £4.3m with £2.3m being sought from the notional allocation from the Regeneration Fund.
- 4.4** Following the award of funding from Sustrans the design development period has taken considerable time to ensure Sustrans are satisfied with the design and that extensive consultation with the community has taken place.
- 4.5** Approval of the project proposal will allow progress of the procurement of contracts which will seek approval at a Tender Committee. It is anticipated that planning permission can be obtained in early 2018, with phased works commencing on site by summer 2018 with completion estimated by December 2019.

5. People Implications

- 5.1** There are no people implications as a result of this report. The project is being resourced by existing Council staff within Roads and Regeneration with assistance from Sustrans.

6. Financial and Procurement Implications

- 6.1** A budget allocation of £2.3m is being sought for the Connecting Clydebank project based on an overall estimated cost of £4.3m for the works and a potential funding allocation of £2m from Sustrans Community Links Fund. The Council is seeking to procure the works in one contract. The project delivery will be phased to minimise disruption to businesses and traffic flow.
- 6.2** The approved Local Economic Development Capital Budget and Sustrans funding has been used to fund the development phases of the project. For this reason there has been no spending against the Regeneration Fund budget. It is anticipated that some spend may commence in 2017/18 but this will be offset by the receipt of income claims from Sustrans and similarly in 2018/19, with the bulk of significant spend from the Regeneration Fund budget occurring once all eligible Sustrans funding is claimed.
- 6.3** The ongoing maintenance and revenue implications following delivery of the Connecting Clydebank project will be cost neutral.
- 6.4** The project has been highlighted to the Council's Procurement Team and Capital Investment Team Scoping Officers as a priority for contract tenders during 2017/18. Procurement timescales will be included within project programme.

7. Risk Analysis

- 7.1** The project covers a large section of a main arterial route in the Clydebank town centre area. A summary of key risks for the project is contained within the project proposal. The Council and its partners will seek to ensure that any stakeholder concerns are taken on board where reasonable and that the contractor manages the works effectively to minimise disruption.
- 7.2** In particular, detailed surveys of the site have been carried out. However, experience of other infrastructure projects has shown that services are not always where they are detailed on drawings. This can lead to delays in project delivery times and increased costs.
- 7.3** There is a risk that without approval of the Connecting Clydebank project the Queens Quay District Heating Network project may incur additional costs in crossing the A814 at the appropriate point to service wider opportunities for the Network.
- 7.4** It should also be noted that funding allocations are subject to Sustrans being satisfied with particular elements of the project.

8. Equalities Impact Assessment (EIA)

- 8.1** The project was presented to the Equality Forum and several consultation sessions have taken place with a wide range of community group representatives

9. Strategic Environmental Assessment (SEA)

- 9.1** The project does not require a Strategic Environmental Assessment.

10. Consultation

- 10.1** The Connecting Clydebank project originated from the Clydebank Town Centre Charrette consultation event in 2015, at which the project was widely supported. The project was then the subject of an early public consultation event in December 2016 and a briefing for local members in June 2017. Following this a Proposal of Application Notice was submitted to Planning and Building Standards on 10 August 2017 and a major public consultation event took place on 12 September 2017 at Clydebank Town Hall.

- 10.2** Individual meetings have also taken place with the Equalities Forum, West Dunbartonshire Access Panel, West College Scotland, Clydebank Housing Association, a number of local businesses, Hall Street Tenants and Residents Association, Morrison Congregational Church to raise awareness of the project and address any concerns they may have. Funding partners Sustrans have also raised awareness of the project through a number of communication channels.

- 10.3** A planning application will be submitted in November 2017 which will provide the opportunity for further consultation.

11. Strategic Assessment

- 11.1** Outcomes from these projects 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: 23 October 2017

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- Appendices:** Appendix 1, Connecting Clydebank, Dumbarton Rd/Glasgow Rd (A814), Project Proposal
- Background Papers:** Report to IRED Committee, 16 August 2017 entitled “Regeneration Fund- Project Proposals for Dumbarton Waterfront Pathway and Balloch Village Square Projects”
Report to IRED Committee, 21 June 2017 entitled, “Regeneration Fund Update.”
Report to IRED Committee, 14 September 2016 entitled, “Regeneration Fund.”
Report to IRED Committee, 16 March 2016 entitled, “Regeneration Fund.”
- Wards Affected:** 5 and 6



Appendix 1

Regeneration Fund:
Connecting Clydebank (A814)
Project Proposal



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1.0 Project Overview

1.1 Project Background

Clydebank, the largest of the three town centres in West Dunbartonshire, is undergoing significant change. At present the focus of the town centre is the Clyde Shopping Centre. This focus is shifting southwards to Dumbarton Road/Glasgow Road (A814) with the residential-led mixed-use redevelopment of Queens Quay, the former John Brown's shipyard, next to the River Clyde. The redevelopment of Queens Quay (98.84 acres) is one of the most significant regeneration projects in west-central Scotland and will allow the town to reconnect with its waterfront. A masterplan has been produced and granted planning consent, which sets out the proposed redevelopment of the site. Major change has already occurred with the refurbishment of the Titan Crane as a visitor attraction, development of West College Scotland, a new Leisure Centre and the Titan Enterprise and WDC Aurora House office developments. Further development will include a new 80 bed care home, the relocation of Clydebank Health Centre, a District Heating Centre, 1,029 residential units comprising flats and houses (841 private, 188 social), and new civic space and a linear park with walking and cycling routes.

With the redevelopment of Queens Quay, the opportunity exists to re-imagine Clydebank's relationship with the Clyde and open up the connections to it. The A814 Dumbarton / Glasgow Road will become the main link and interface between the existing town centre and its public transport links and the mix of new uses within Queens Quay. Improving the north-south connection across the A814 Glasgow Rd is, therefore, vital. This has been recognised most recently in the following documents:

Within the West Dunbartonshire Local Development Plan (Proposed Plan 2015) and recently produced Main Issues Report, mention is made of the need to ensure strong links are created from Glasgow Road/Dumbarton Road to the River Clyde. The link from the town centre to the waterfront is the most important of these as it will provide accessibility to public transport and links to the wider cycling and walking network.

Clydebank Charrette Report (2015) - The Clydebank Charrette took place in February 2015, the outcome of which was the production of an integrated Development Framework and Charrette Action Plan which sets out a community inspired vision for the town to be developed and delivered over the next ten years. (Refer http://www.west-dunbarton.gov.uk/media/4308886/cdc-final-report_15-09-07.pdf). This was approved by the Council's Infrastructure, Regeneration and Economic Development Committee on 16 September 2015. A central component of the future vision was considered to be enhancing the link between the town centre and Queens Quay. Creating an improved connection, across the A814 Glasgow Road, including the scope to improve the public realm was the highest priority emerging from the charrette. Project TC05: A814 Public Realm relates. It was noted

that at present the route has a sense of being car dominated. It needs to be transformed to become more pedestrian friendly, to encourage walking and cycling, to reduce the width of crossing points and to improve the general public realm and street space.

1.2 Project Description

The project area covers footway and road surfaces along the stretch of the A814 Glasgow Road/ Dumbarton Road from the west of Miller Street at Clydebank Library to just before the Argyll Road/Cart Street junction, which is the current access point into Queens Quay. It also includes Hall Street, to the south, and small sections of Miller Street, Kilbowie Road and Hume Street to the north.

A plan showing the details of the current design layout is provided in Appendix A.

The main elements of the proposed improvements include:-

- reduced road widths;
- controlled crossing points, at as short a distance as possible, linking to existing transport hubs and routes to important destinations;
- the introduction of a 20 mile per hour speed limit;
- traffic calming ramps and raised tables at key junctions;
- removal of kerbs and barriers along part of the central reservation and replacement with a setted central strip at the same level as the road surface;
- creation of wider sections of footway at key locations such as Clydebank Library, Town Hall and Titan Boulevard – the main route into Queens Quay;
- improvements to the setting of important listed and civic buildings;
- footway space that can be used by pedestrians and cyclists along the northern and southern sides of the carriageway which will link to the National Cycle Network - NCN7;
- landscaping and tree planting to enhance the overall setting of the space and to help people find their way around;
- better quality and durable materials including natural stone;
- seating and resting points;
- feature lighting within the central reservation and at other key locations

These design interventions aim to reduce overall traffic volume and speed throughout the site whilst ensuring a strong sense of place is achieved which encourages civic pride. The proposals have been designed with reference to the Scottish Government Designing Streets and Designing Places Guidelines.

1.3 Project Objectives

In summary, the project has the following objectives:

- to create a high quality, accessible and visually attractive physical and visual link between Clydebank town centre and Queens Quay
- to recreate Glasgow Road as a central focus within the town, with a presence and sense of place which signifies its importance in being the interface between the town and its waterfront
- to improve walking and cycling connections and encourage people to use active travel modes for everyday journeys
- to successfully connect the places people live in to the important town centre uses and other areas of high demand they want to get to for leisure, shopping etc.
- to better link the Forth & Clyde Canal with the River Clyde
- to become a major part of Clydebank's public realm and be designed to an acceptable standard for WDC to adopt
- to assist in creating a new positive identity for Clydebank through the provision of an accessible and well connected waterfront as an important destination.
- To reduce the dominance of vehicles in this area.

1.4 Project Outcomes and Impacts

The following outcomes are anticipated:

- This section of the A814 Glasgow Road/ Dumbarton Road will become a pedestrian friendly place which people will feel comfortable using
- The area will become a central focus within Clydebank and a major part of its public realm, providing an attractive welcome to the town and make it a place which people want to visit.
- It will boost the number of people walking and cycling and see an increase in the number of people using public transport
- The setting of important listed buildings such as the Town Hall and Library will be enhanced
- People will find it easier to access facilities on the south side of the A814 including the Town Hall and Library and the uses within Queens Quay, as they will be better connected to the rest of the town and the wider transport network.
- Residents and visitors will be able to access and enjoy the Clyde waterfront and have an improved experience and increased satisfaction with Clydebank.
- The proposed changes will complement the existing and proposed developments adjacent to the A814 and provide a better outlook and relationship with the space for regular users and people living next to it.
- Formal parking will be created where no parking was previously provided.

1.5 Project Constraints

- The project site is a busy section of a main arterial 'A' class road and bus route, immediately to the south of the town centre. For this reason the proposed new layout cannot have a detrimental impact on the volume of traffic or public transport services using the road.
- Similarly, the project will require to be delivered in phases to minimise disruption to users of the space and those living, working, constructing or accessing buildings in the vicinity. This could involve lane closures, driving and parking restrictions. This will increase the length of delivery of the project. In addition, it is likely that a moratorium on works will be in place for a defined time over any Christmas periods to avoid any impact on businesses.
- The project area has multiple stakeholders and involves a complex consultation process. There has already been extensive public consultation on the draft design. Refer to the Communications Plan in Appendix B which sets out the agreed communication to take place as part of the project.
- Sustrans are a funding partner and require to be involved in all key stages of the design and delivery of the project.
- Consideration needs to be given to the relationship and timescale of delivery for other related projects within Queens Quay such as the pipework for the District Heating System and the accesses into the site via the proposed Titan Boulevard and proposed junction improvements at Cart Street/ Argyll Road. The details of these junctions are outwith the scope of the project and will be delivered by Clydeside Regeneration Ltd.
- The Town Hall and Clydebank Library are important listed buildings within the project site and the proposed design will require to ensure that these buildings have an appropriate setting.

1.6 Project Milestones

Significant milestones include;

- undertake widespread community and stakeholder consultation;
- agree detailed design and material specification;
- submit planning application;
- obtain approval from IRED for budget allocation and to tender works;
- agree tender strategy approval document;
- procure works, select contractor and seek approval from Tender Committee;
- secure planning permission;
- promote Traffic Regulation Order for changes to street
- Communicate works phases to stakeholders and general public;
- submit required funding applications to Sustrans;
- commence phased works; and

- completion of works on site.

1.7 Project Assumptions

It has been assumed that the overall capital cost of the project would be £4,300,000 based on costings undertaken by technical consultants who were commissioned by the Council in 2016 to assist with the design and delivery of the project. The Council has allocated £2.3m from the Regeneration Fund and sought a contribution of £2m from Sustrans through their Community Links Programme. This was initially awarded in June 2016 under the 2016/17 Community Links Programme. Applications have to be made in subsequent years for the allocation of funding. As part of the 2017/18 programme, £200,000 was provisionally awarded in April 2017 subject to further design and community consultation being undertaken and a Funders statement being agreed by both partners. These requirements have been met and allow Sustrans to release the £200,000. It is assumed that subsequent applications to Sustrans will be successful and allow the full £2m to be released in due course.

WDC will continue the future maintenance of the project area including the hard and soft landscaping, which it maintains at the moment. The future maintenance costs have not been included within project costs.

It has also been assumed that timescales relating to procurement and planning can be achieved, although these are within the control of the Council's Procurement and Planning Teams and Tender and Planning Committees.

1.8 Project Governance

The Council's Roads and Transportation Manager, is leading on the project with support from the Regeneration Team within Economic Development. A project steering group exists and progress meetings are held on a regular basis. These involve the Roads and Transportation Manager, the Economic Development Manager, other representatives from the Councils Regeneration and Roads teams, the project consultant and funding partner Sustrans. The Council's newly appointed Place & Design Officer is also to be involved.

2.0 Options Appraisal

Due to the nature of the project there are limited options that have been identified for the Connecting Clydebank project:

- Option 1 – do nothing – do not deliver the project
- Option 2 – deliver the project without a funding partner
- Option 3 – deliver the current project

2.1 Option 1 – Do nothing

If nothing is done, the consequences would be as follows:

- The regeneration of Queens Quay would not be fully realised as it would remain disconnected from the rest of Clydebank losing opportunities for the town centre to capture income from new residents.
- The environment of Glasgow Road/Dumbarton Road would continue to be car dominated and unattractive and have little relationship with the developments occurring adjacent to it.
- The aspirations of the community involved in the charrette and in recent consultations would not be realised.
- There would be public dissatisfaction with the Council and negative publicity on not fulfilling expected actions
- People would be reluctant to travel more actively as suitable walking and cycling routes between important Clydebank destinations would not exist.
- Future partnership working with Sustrans as a potential funder could be damaged.

2.2 Option 2 – Deliver the project without a funding partner

The Council could consider delivering the project without a funding partner. The benefits would be:

- Significantly less time allocated to discussing and agreeing design options and communications plans; and
- Potentially earlier delivery of the project.

However, the consequences would be:

- The Council would have to allocate an approximate 50% budget shortfall from its own capital budget, reduce the scope of the project area and /or reduce the material specification;
- There would be no resource input from Sustrans professionals to influence the design of the project in a positive way; and
- Future partnership working with Sustrans as a potential funder could be damaged.

2.3 Option 3 – Deliver the current project

The consultation process has provided evidence that there is wide support for the Connecting Clydebank project within the local community. Of the feedback received following a widely publicised consultation event on 12 September 2017, 78% of

respondents support the project. Delivery of the project would have the following benefits:

- New quality public realm, reduced traffic speed and a pedestrian/cycle friendly space would be created signifying an arrival within Clydebank;
- civic buildings would have a better setting;
- Connections between key destinations would be enhanced - pedestrian and cycle links across Glasgow Road/Dumbarton Road between Clydebank town centre and its public transport hubs and Queens Quay would be improved;
- The aspirations of the community involved in the charrette and the engagement process on the local development plan would be met;
- The public will be satisfied that the Council and its funding partner Sustrans have delivered a high profile project which has assisted with the overall regeneration of Clydebank;
- Residents and visitors to Clydebank would be reconnected with its waterfront and have the opportunity to use it for recreation and enjoy the scenic views it offers, improving their health and wellbeing; and
- The project would benefit from Sustrans expertise and funding input.

3.0 Cost Benefit Analysis

3.1 Option 1 – Do Nothing - Costs

There are no immediate costs associated with this option. However if the project is not taken forward the full potential of Clydebank's regeneration will not be realised. Queens Quay will remain isolated and disconnected from the rest of the town and will lose opportunities for the town centre to capture income from new residents. This is likely to have a detrimental impact on the overall regeneration of the area. The cost long term will be the failure of the regeneration of the area to be structured in such a way as to provide easy connections between Queens Quay and the town centre that can enable opportunities for expenditure and investment within the local area.

3.2 Option 2 - Deliver the project without a funding partner - Costs

Unless the project was reduced in scope to fit the Council's available budget of £2.3m, the Council would have to find the additional £2m to fund the current project. The current project proposal meets the expectations of stakeholders and therefore it is unlikely that this option would be acceptable.

3.3 Option 3 – Deliver the Project – Costs

The current estimated cost for the project is £4.3m. £2.3m has been made available from the Council's Regeneration Fund budget. The remainder would come from project partner Sustrans' Community Links Programme. As indicated, £2m has already been provisionally awarded but subsequent Community Links funding applications require to be submitted to Sustrans in subsequent years for partner approval. The costs have been estimated based on measurements for materials and a number of other costs as set out below.

Item	Estimated Cost
Surfaces	£2.27m
Kerbing	£0.376m
Miscellaneous (traffic signals, general utilities, drainage)	£0.325m
Design Development	£0.445m
Estimate for moving utilities	£0.100m
Contingency for District Heating requirements (tbc)	£0.400m
Optimism Bias	£0.386m
Total cost	£4.3m

The potential risks for the preferred Option 3 are examined in the Risk Register in Appendix C.

4.0 Approvals Required and Next Steps

This project proposal is required to be reported to the Council's Infrastructure, Regeneration and Economic Development Committee for approval, in order that it can progress to procurement stage during 2017/18.

Connecting Clydebank is a significant construction project requiring careful management to ensure that it is delivered successfully. The next steps are set out in the table below and give an indication of the likely timescales involved.

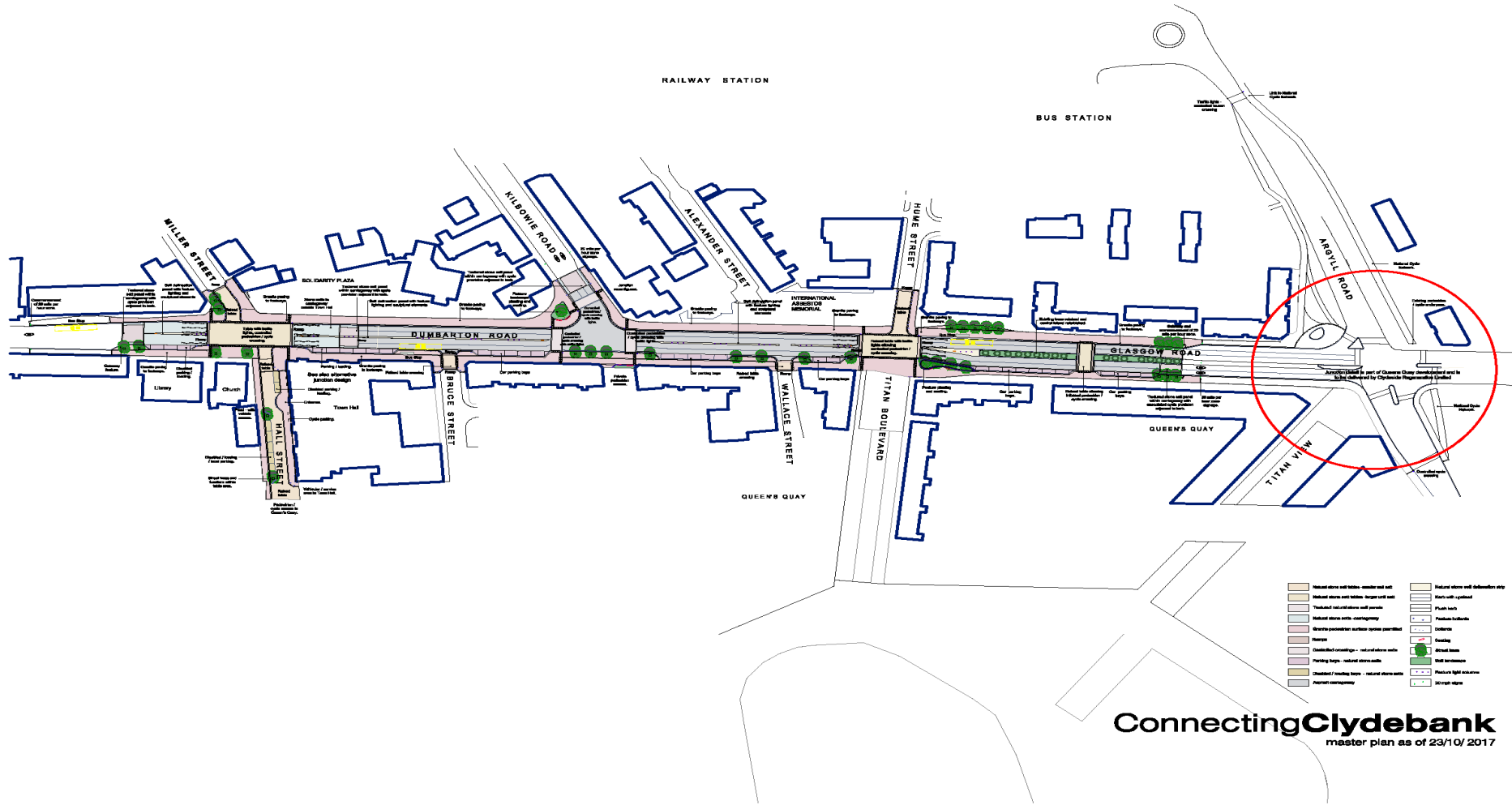
This sequence of events will be dependent on various factors and will continue to be monitored as the project continues. It is important that the process of selecting a contractor, through tendering achieves the highest outcomes whilst providing best value. It is likely that the construction works would be phased. Presently the view is that works are likely to start towards the west of the site (Town Hall / Library area) and progress eastwards. This would however be subject to review with the principal contractor. Further information associated with programme will be available as the project proceeds.

Obtain approval from IRED Committee for budget allocation and to tender works.	November 2017
Submit planning application.	November 2017
Agree tender strategy approval document.	November 2017
Publish tender	January 2018
Tender period	Feb – April 2018
Secure planning permission	March 2018
Select contractor and seek approval from Tender Committee	April 2018
Communicate works phases to stakeholders and public	May 2018
Promote temporary and permanent Traffic Regulation Orders	June 2018
Submit required funding applications to Sustrans;	Ongoing
Commence phased works	June 2018
Works Completion	December 2019

5.0 Conclusion

The Connecting Clydebank project will transform the space around a major road in Clydebank to make a more pedestrian and cycle friendly environment. It will reconnect the town with the River Clyde and improve accessibility to Queens Quay and aid its regeneration. It is a high profile project which has been recognised in the local development plan and is the priority from the Clydebank Charrette. The Regeneration Fund has recognised its significance by allocating £2.3m towards the project.

Appendix A Current Layout Plan



ConnectingClydebank
 master plan as of 23/10/2017

Appendix B Communications Plan

Connecting Clydebank: Communications Plan

March 2017

Communications Plan

Background to Project

A design charrette for Clydebank was held in February 2015. The outcome was the production of integrated Development Framework and Charrette Action Plan which sets out a community inspired vision for the town to be developed and delivered over the next ten years. A central component of this vision was considered to be the link between the town centre and Queens Quay. Creating an enhanced connection, across the A814 Glasgow Road, including the scope to improve the public realm at principal crossing points/desire lines, was the highest priority emerging from the charrette. Project TC05: A814 Public Realm in the action plan relates. At present the route has a sense of being car dominated. It needs to be transformed to become more pedestrian friendly, encourage non-car transport, reduce the width of key desire line crossing distances and improve the public realm.

Ironside Farrar (IF) was appointed by West Dunbartonshire Council (WDC) to assist with the design of this key project, named 'Connecting Clydebank'. Funding support was confirmed from the Sustrans Community Links Programme and design has been progressing over the last year in partnership with WDC and Sustrans.

A 'Connecting Clydebank' public consultation was held at Clydebank Town Hall between Monday 12 December 2016 and Friday 16 December 2016. As part of this exhibition, a 'drop-in' event was held on Wednesday 14 December 2016 where officers from WDC, Sustrans and Ironside Farrar were available to answer questions about the project. This Communications Plan attempts to set out how further consultation on the project needs to be taken forward.

Project Design

The project area relates to the stretch of the A814 from approx. Miller Street to Argyll Road. The present sketch proposals (Feb 2017) include:-

- a reduced width carriageway, reduction in the number of lanes associated with junctions
- controlled crossings, as short as possible, linking to existing transport hubs and routes to key locations
- traffic calming ramps and raised tables finished with high quality stone setts at key junctions next to the existing civic spaces of Solidarity Plaza and the International Asbestos Memorial
- removal of all kerbs and barriers associated with the central reservation and replacement with a setted central strip

- a segregated cycle space along the northern side of the carriageway which will link to the National Cycle Network, NCN7
- creation of wider sections of paving at key locations such as Clydebank Library, Town Hall and the main route into Queens Quay
- landscaping and tree planting to enhance the overall setting of the space and help orientation
- seating and rest points
- feature lighting and vertical elements within the central reservation and at other key locations

These design interventions aim to reduce overall traffic volume and speed throughout the site whilst ensuring that a strong sense of place is achieved which encourages civic pride. The proposal will include a 20 mph speed limit. The space will have a high quality urban design marking Clydebank as a destination and promote sustainable transport and active travel. Improving access to public transport is therefore an important element of the project. The proposals have been designed with reference to the Scottish Government Designing Streets and Designing Places Guidelines.

Purpose of Engagement

The purpose of engaging with the community on the Connecting Clydebank project is:-

- 1) to raise awareness of project
- 2) to obtain input on design proposals
- 3) to get local buy-in to the project
- 4) to give local people and affected stakeholders a voice
- 5) to encourage the use of the new street and infrastructure
- 6) to encourage active travel in the area

Affected Groups

The project involves and affects many different groups who we want to engage with. These include the following:

- Local residents
- Users – pedestrians, bike riders (including commuters, daily users, leisure users)
- Local businesses

- Local groups and users of services and buildings in the vicinity – churches, library, town hall etc.
- West College Scotland students and staff
- Local Schools pupils and staff
- NHS / Social Health and Care Partnership (SHCP) – Clydebank Health Centre, Care Home, staff at Aurora House, Golden Jubilee National Hospital
- Employees (including Council staff) within Queens Quay
- Elected members
- Elderly
- Young People
- Community groups
- Other interested businesses - – including local cycling shops (Cycleform)
- Interest/ Campaign Groups – Breeze, Bike Bells, Paths for All, Living Streets, CTC, Spokes, Cycling Scotland, Sustrans Volunteers
- Partner organisations (Sustrans, SPT etc.)
- Landowners
- Developers
- Bus Operators
- Car Drivers
- Emergency Services – Ambulance, Police, Fire and Rescue
- Access and Disability Groups – Guide Dogs Scotland, WDC Access Panel etc.
- Road Safety/ Campaign Groups - Twenty is Plenty,
- Housing Associations
- Other WDC Sections - Planning, Education, Community Planning Partnership,

The Plan

The overall aim of the Communications Plan is to ensure that all affected residents, businesses and other stakeholders are well-informed about the design and delivery of the project and have an opportunity to contribute. It is important that all stakeholders feel their views have been presented and considered and they have had the opportunity to input to and influence the design. The project is about ‘Connecting Clydebank’ and so it is important to connect with its community through the engagement process and encourage them to use the space and make more active travel choices in the future.

Whether the Plan meets the aim could be assessed by surveys of local residents, businesses and other stakeholders, to be arranged at a later date. Sustrans Research and Monitoring Team also intend to undertake baseline counts for the project. For now the task is ensuring all affected groups are fully engaged in the process and that any perceived barriers to their involvement are overcome by clear lines of communication to all.

Communication Principles

- Where appropriate, communications will be approved by the **Strategic Lead of Regeneration** and **Sustrans** before being distributed.
- All communication, whether written or verbal, will be clear and easily understood. All publications should be in “Plain English” and free of jargon.
- Effective communication is essential to the delivery of the project and the information needs of both external and internal audiences will be built in at an early stage.

Implementing the plan

The Plan will be implemented as per the communications channels and timescales detailed below.

Communications channels

Online Communication

(Responsibility – WDC Corporate Comms/Regeneration, Sustrans)

External websites – WDC, West College Scotland, Clydebank Housing Association, Clyde Shopping Centre,

News on the delivery of the project and any events associated with its design etc. will be added to the News section of the Council website and any other relevant websites of partner organisations or key stakeholders.

Social media

News on delivery of the project and any events associated with its design etc. will be added to the Council’s Facebook page and Twitter feed and if possible, Clydebank Community Facebook page and the social media platforms for other key affected groups (West College Scotland,

Clydebank Housing Association, Clyde Shopping Centre etc.) Major project milestones may also merit a social media “live chat”, where lead officers commit for a fixed time (possibly one hour) to immediately answer questions that members of the public submit on Facebook and Twitter. This would be publicised in advance to advise the community that officers will be available for online questions at the arranged time.

Intranet – WDC

News on the design and delivery of the project that affects Council employees will be added to the News section of the Intranet.

Council Publications

(Responsibility – Regeneration to provide info / Corporate Communications to write)

Talk

Talk is a publication for Council employees issued three times a year. Articles of interest to Council employees will appear as and when required.

Housing News

Housing News is currently a quarterly publication sent to all Council tenants. Major project milestones if affecting Council tenants within Clydebank can be communicated in Housing News.

Local Media

(Responsibility – Regeneration to provide info / Corporate Communications to write and distribute)

Press releases to all local media will be issued to promote consultation events relating to the project and any project milestones. Photo opportunities will also be organised where appropriate.

Construction/Business Press

(Responsibility – Regeneration to provide info / Corporate Communications to write and distribute)

Press releases to specialised business or construction press will be issued to promote consultation events and all relevant major project milestones.

Other Publications

(Responsibility – Regeneration to provide info / Corporate Communications to write and distribute)

Consultation events and relevant major project milestones can be promoted through the Newsletters issued by affected groups and other contacts:-

- Dunbartonshire Chamber of Commerce Newsletter – Breakfast Club and WDC Open for Business Event
- Clydebank Housing Association Newsletter
- Morrison Memorial United Reform Church
- School Newsletters
 - Primary schools:-
 - Kilbowie
 - Whitecrook
 - Our Holy Redeemer
 - Clydemuir
 - Lorretto
 - Secondary schools:-
 - Clydebank High
 - St Peter the Apostle

Council Contact Centre

(Responsibility – Regeneration)

Project information should be provided to the Contact Centre in line with consultation events and key project milestones that may generate queries from the local community.

Elected Members Bulletin

(Responsibility – Regeneration)

Project information should be provided to Elected Members through the Elected Members Bulletins in line with consultation events and key project milestones. Direct contact will also be made with Elected Members for Clydebank and presentations organised where appropriate.

Local Advertising and Radio

(Responsibility – Corporate Communications)

Press/radio advertising will be considered to help inform local residents when consultations or major milestones that affect the public take place. Could perhaps use advertising on buses.

Posters and leaflets

(Responsibility – Corporate Communications to design and organise print)

Posters and/or leaflets will be produced to help inform local residents when consultations or major milestones that affect the public take place. Leaflets can be sent to specific affected groups such as residents and local businesses and also issued at events. Consideration will also be given to issuing leaflets to drivers using car parks within the vicinity.

Public Exhibition

(Responsibility – Project Team?)

Further to the initial consultation exercise in December 2106, a Public Exhibition is envisaged which would take place within Clydebank Town Hall to obtain input on the finalised design concept. The project team will be on hand at specific times to explain the proposals and answer any questions.

Information Events/Display Stands

(Responsibility – Project Team?)

Consideration will be given to a series of Drop in Events or Stands where details of the project will be on display and representatives from the project team will be on hand at specific times to explain the project and answer any questions. These will also be used to encourage active travel and inform people of their travel choices in the area. It is envisaged that drop in information events could be held at some of the following locations:-

- Clydebank Town Hall
- Clydebank Library
- West College Scotland
- Clydebank Leisure Centre
- Clyde Shopping Centre – a vacant unit could be used as an engagement space
- Clydebank Train Station
- Clydebank Bus Interchange or Bus stops in the vicinity
- Within the Project Area – at existing public space next to the Asbestos Memorial; at the junction with Cart Street and Argyll Road
- NCN7

Stalls could also be set up where affected groups are already gathering for another organised event. It would be a good opportunity to engage with people attending the following types of events:-

- I Bike Schemes – parents attending
- Road Safety Events

A 'street party' was organised for a similar project in Glasgow. This is something which could be considered for a key project milestone and take place within the public space around the Asbestos Memorial.

Presentations to Key Groups

(Responsibility – Roads/Regeneration/Project Team)

Presentations will be considered to help engage specific groups such as:-

- Local Elected Members
- Community Council and Key Community Groups
- Emergency Services – Ambulance, Police, Fire and Rescue
- Bus Operators
- Residents, Businesses and the United Reform Church in the vicinity of the project area

On-Street Banners/ Signage

(Responsibility – Roads/Regeneration/Project Team)

On street advertising banners/signage will be considered to inform users of the space about the project.

Organised Activities

(Responsibility – tbc)

During construction and on completion of the project a number of organised activities could be planned to encourage modal shift.

Investigation to be given to:-

- Organised cycle rides to show drivers the benefits of other transport modes and raise awareness of the wider cycling network
- Park and Stride
- Events for Schools -

Behaviour Change Initiatives

(Responsibility – WDC Sustainability Officer)

During the engagement process, other organisations will be encouraged to promote behavioural change initiatives for their staff, students, tenants etc. These could include:-

- Family Active Travel Initiatives
- Marketing and promotion of walking and cycling

- Personal Travel Planning (PTP)
- Cycle friendly Employer Award
- Step Count Challenge and Walk to Work/ College/ School
-

School/ College Projects

(Responsibility – tbc)

It is intended to involve young people through college and school projects. This will assist with getting local buy to the project, encourage their future use of the space and raise awareness of how it fits in with wider connections and the regeneration of Clydebank.

West College Scotland design students could help develop designs for street furniture/signage.

There could be schools projects around the theme of ‘My New Community’ linked to wider regeneration activities in Clydebank and how the town is changing for the future.

Targeted Emails

(Responsibility – Roads/Regeneration)

Targeted emails will be sent to specific groups and individuals who will be affected by the project and for whom contact details are known such as SPT, Interest/ Campaign Groups, Emergency Services, Landowners, Developers etc. These will be used to raise awareness of the project, encourage input, promote events and advise of key milestones.

Online Surveys

(Responsibility – tbc)

Online surveys can be used to get input on the project, collect baseline information and after completion, to monitor the use of the space and assess increase in active travellers.

Direct Contact

(Responsibility – Roads/Regeneration)

There will be direct phone and face to face contact with some specific groups and individuals who will be affected by the project or who can assist with the wider engagement process such as West College Scotland, WDC CHCP, Clydebank Housing Association, etc.

Communication Tasks

(Timescales are approximate and are subject to change)

DATE (When?)	CONSULTATION REQUIREMENT (What?)	OF INTEREST TO (Who?)	ACTIONS (How?)
March/ April 2017	Raise Awareness of the Project	All Affected Groups	<ul style="list-style-type: none"> • Targeted Emails • Direct Contact • Websites • Social media
April / May 2017	Obtain Input on Finalised Design Concept	<ul style="list-style-type: none"> • Local residents • Users – pedestrians, bike riders (including commuters, daily users, leisure users) • Local businesses • Local groups and users of services and buildings in the vicinity – the church, the library, town hall • West College Scotland students and staff • NHS / Social Health and Care Partnership (SHCP) • Employees (including Council staff) within Queens Quay • Elected members • Community groups • Partner organisations (Sustrans, SPT etc.) • Bus Operators 	<ul style="list-style-type: none"> • Websites • Social media • Intranet • Publications – WDC, Church, Chamber of Commerce, Housing Association, School Newsletters • Press Release/ Local Media • Elected Members Bulletin • Local Advertising & Radio • Posters/ Leaflets • Public Exhibition • Information stands/display in Library, Town Hall, Clyde Shopping Centre etc. • Presentations to Key Groups • Targeted Emails • Direct Contact

		<ul style="list-style-type: none"> • Car Drivers • Emergency Services – Ambulance, Police, Fire and Rescue • Access and Disability Groups – Guide Dogs Scotland, WDC Access Panel etc. • Road Safety Groups - • Other WDC Sections - Planning, Education, Community Planning Partnership 	
April / May 2017	Get Buy-In to the Project	<p>As above especially:-</p> <ul style="list-style-type: none"> • Elected members <p>And including:-</p> <ul style="list-style-type: none"> • Interest/ Campaign Groups – Breeze, Bike Bells, Paths for All, Living Streets, CTC, Spokes, Cycling Scotland, Sustrans Volunteers • Partner organisations (Sustrans, SPT etc.) • Developers • Bus Operators • Campaign Groups - Twenty is Plenty 	<ul style="list-style-type: none"> • Elected Members Bulletin • Presentations to Key Groups • Targeted Emails • Direct Contact

May 2017	PAN (Planning Application Notice) Consultation	As above	<ul style="list-style-type: none"> • Public Exhibition
	Planning Application Consultation	As above	<ul style="list-style-type: none"> • Neighbour Notification • Presentations to Key Groups
	Obtain Baseline Information	<ul style="list-style-type: none"> • Funders • Partner Organisations • WDC 	<ul style="list-style-type: none"> • Online Surveys • Electronic Counts
	Construction Information	All Affected Groups	<ul style="list-style-type: none"> • Press release/ Local Media • Media photo opportunity • Websites • Social media • Intranet • Publications – WDC, Church, Chamber of Commerce, Housing Association, School Newsletters • Local Advertising & Radio • Posters/ Leaflets • Information stands/displays • Presentations to Key Groups • WDC Contact Centre • On Street Signage/Banners
	Encourage Future Use of the Connecting Space		<ul style="list-style-type: none"> • Information stands/displays • Organised activities • School/College projects
	Encourage Greater Active Travel/ Modal Shift		<ul style="list-style-type: none"> • Organised activities • Behavioural Change Initiatives

	Advise of Project Completion	All Affected Groups	<ul style="list-style-type: none"> • Websites • Social media • Intranet • Publications – WDC, Church, Chamber of Commerce, Housing Association, School Newsletters • Press Release/ Local Media • Organised Activities
	Undertake Monitoring and Publicise Behaviour Changes	<ul style="list-style-type: none"> • Funders • Partner Organisations • WDC 	<ul style="list-style-type: none"> • Online Surveys • Electronic Counts

APPENDIX C Connecting Clydebank Risk Register

ID	Source	Description of the risk	Description of the actions to be taken to avoid or reduce the risk	Avoided/ Passed
1	IFL	Utilities diversions add cost/delay	Trial pitting and Ground Radar survey completed to help identify issues at early stage. Further consultation required with specific utility companies.	No
2	IFL	Planned/future utility works result in abortive work /disruption post contract. Unplanned works also potentially disruptive (recent water main burst)	Early dialogue with utility companies required IFL/ WDC to update now revised timescales known. WDC to raise via RAUC group. WDC to advise of current planned works (SGN) / District Heating.	No
3	IFL	Unforeseen ground conditions result in additional construction costs	Trial pitting and coring exercise complete. Carriageway construction good. Local issues possible associated with service works etc. Maintain risk allowance in project budget.	No
4	IFL	Funding commitment not guaranteed over several financial years	Sustrans funding committed subject to compliance with funders agreement.	No
5	IFL	Changes to adjacent development proposals compromise design	Queens Quay proposals now at planning stage - drawings available on portal for initial review/discussion. Ongoing dialogue between both teams required to address. Additional access requirements to be confirmed.	No
6	IFL	Local objections to specific elements	Consultation progressed and comments known / being addressed. Specific discussions planned with adjoining stakeholders.	No
7	IFL	Fundamental (client driven) design changes alter procurement strategy	Masterplan proposals now confirmed and planning application being prepared. WDC to review any additional sign off requirements.	No
8	IFL	Delivery difficulties of long lead items (stone materials, lighting, site furniture)	Procurement strategy under review. WDC/IFL to meet to discuss options.	No
9	IFL	Choice of material finishes/construction details creates adverse maintenance issues	Lessons learnt from previous phases. Dialogue with WDC Roads maintenance underway.	No
10	IFL	Statutory or other approvals delay or alter design	Planning process underway and programmed. TRO approvals require planning to ensure in place at correct time.	No

11	IFL	Traffic Management proposals change at construction stage adding cost/time	Clear TM/phasing plan to be developed with WDC Roads. Noted that this will need to consider Transerve embargo on A82 in summer months which may affect diversion routes.	No
12	IFL	Bus operators object to scheme proposals	Objections received at PAN stage. IFL prepared draft response. Further dialogue required to close out/address points.	No
13	IFL	TRO procedures for temporary traffic management	WDC to advise on timescales for temporary measures.	No
14	IFL	Tree planting/soft landscaping compromised by services	Under review now masterplan proposals agreed.	No
15	IFL	Project scope increases beyond current budget	Project scope now reasonably well defined.	No
16	WDC	Proposals may impact on Construction Traffic at Queens Quay development. Possible damage to works due to heavy vehicles.	To be reviewed with QQ team.	No
17	WDC	Munitions information. Clydebank area likely to be high risk.	Information provided on portal by WDC. To be reviewed as part of contractor risk assessment process.	No
18	All	Procurement timescales to be confirmed.	Initial feedback from procurement confirms outline timescales and programme updated accordingly. Subject to further amendment once TSA finalised .	No

KEY	
	Key issue requiring early action
	Medium risk but requiring early action to confirm design choices
	Low priority

WEST DUNBARTONSHIRE COUNCIL**Report by Strategic Lead - Regeneration****Infrastructure Regeneration and Economic Development:
22 November 2017**

Subject: Update on activity by Clydebank Property Company Limited

1. Purpose

- 1.1** The purpose of this report is to update the Committee on the progress of activity in Clydebank Property Company Limited (CPC) following its purchase in August 2014.

2. Recommendations

- 2.1** It is recommended that the Committee:

- Notes the progress being made in terms of the Council's investment in Clydebank Property Company Limited.

3. Background

- 3.1** In 2014 Clydebank Rebuilt closed its operation. As part of this closure West Dunbartonshire Council agreed to purchase its assets to allow those assets to continue to serve the business needs of the Clydebank Community.
- 3.2** At the Housing, Environment and Economic Development Committee on 22 January 2014, the Committee gave "in principle" support to purchase all the shares of the CPC for the sum no greater than £800,000 as long as all the assets previously owned by the Clydebank Rebuilt Group of companies are held and owned by the Clydebank Property Company at the time of the purchase by the Council.
- 3.3** As Clydebank Rebuilt was a registered charity, discussions and agreement on the method of closure of the company and the sale of assets owned within the Clydebank Rebuilt Group was completed in consultation with the Office of the Scottish Charity Regulator (OSCR). As part of the Share Purchase Agreement, Clydebank Rebuilt evidenced that the Charities Regulator was supportive of the sale to the Council.
- 3.4** In terms of managing the day to day operations of the CPC going forward, it has been agreed that the responsibility for the effective running of the Titan Crane, in terms of budget, staff, visitors, marketing, health and safety and maintenance etc. would be the responsibility of the Libraries and Cultural Team within the Council's Education Department. This has since been reassigned to the Communications, Culture & Communities Service. The

Corporate Assets Team within Infrastructure Regeneration and Economic Development would take responsibility for the day to day management of all other assets and land ownership held within the CPC.

- 3.6** On 10 August 2014 the transfer of shares was completed. The total cost to the Council was £264,000.
- 3.7** On 11 August 2014, as part of the asset transfer process all previous Board members of CPC resigned their position. The Council as new owners of the company had to appoint new Board Members to the CPC. As the approach to managing CPC going forward is focused on managing the day to day property assets it was agreed by the Infrastructure, Regeneration and Economic Development Committee on 17 September 2014 to appoint up to 3 Senior Officers to the Board of CPC to oversee its business and monitor its performance. The new board would comprise the Executive Director for Infrastructure, Regeneration and Economic Development, the Head of Finance and Resources and the Head of Legal, Democratic and Regulatory Services.
- 3.8** All necessary steps were taken by Clydebank Rebuilt to close the company and all Board Members of Clydebank Rebuilt resigned their positions.
- 3.9** At the time of the transfer the performance of the property estate within CPC was as follows:

Asset	Total Area (SqFt)	Let %	Rental Income (£)
Titan Enterprise	13,538	36.6	89,151
JKS Workshops	21,730	93.46	110,439
Clydebank East Workshops	8,641	35.11	22,429
Aurora House	20,103	0.00	0
Change House	5,791	0.00	0
Total	69,803	40.55	222,019

In addition CPC held land for development of 2.41 acres at Clyde Gate (adjoining Change House), 1.5 acres at John Knox Street, and two plots extending to 1.01 acres adjoining the new Clydebank Leisure Centre site at Queens Quay. This land was available for development or sale.

- 3.10** As part of the dissolution of Clydebank re-built group of companies, the Titan Trust was dissolved and ownership of the Titan Crane moved to Clydebank re-built prior to its own dissolution. CPC, therefore owns the Titan Crane in addition to the property estate detailed at 3.9 above, with the day to day operational management of the Crane being provided by Council staff to CPC.

4. Main Issues

Property Company

- 4.1** One of the first issues that the board addressed was the image of Titan Enterprise. It was considered that the name did not fully project the style or image that confirmed the building as office or serviced office accommodation. It was believed that the building was of sufficient maturity that the name Titan name should remain but for expanded and identified as Titan Enterprise Business Centre (TEBC). A rebranding exercise was therefore undertaken and at the same time the Business Gateway logos were removed from the front entrance vestibule as it was considered that they projected an image of exclusivity to the Business Gateway brand.
- 4.2** There is substantial competition in the Clydebank area for tenants with office requirements. A review of the asking rents in Clydebank was completed which identified that the enterprise centre was not competitive with other properties. Asking rents were realigned to make them more attractive to potential tenants. This has had some success with both the Member of Parliament and Member of the Scottish Parliament for the constituency both taking offices and in addition further lettings have been achieved. Lettings for the centre are now at 76.26 compared to 36.63% on transfer.
- 4.3** The units at JKS Workshops continue to be let at a high rate, as with any development of this type a high turnover of tenants can be expected as they either trade up to larger premises or the businesses fail. The current occupancy is 97.84 compared to 93.46% on transfer. Rents continue to be competitive with other workshop developments in the area.
- 4.4** Clydebank East Workshops can be considered as the flagship industrial development in the CPC portfolio. Of the seven units constructed only one took time to let, this being the largest unit in the development. This unit is now let and the development is therefore now 100% let compared to 35.11% on transfer.
- 4.5** The Clydebank Rebuilt portfolio included the building known as Aurora House. This had been developed by the company to act as a possible location for businesses that had outgrown the serviced office accommodation offered at Titan Enterprise. The building had been unoccupied for around seven years from its date of construction. On transfer a business case was made to relocate all the Council staff operating out of Rosebery to Aurora House thus reducing the floor space occupied by the Council from 3,102 sq/m to 1,726 sq/m. A lease was agreed with the Council for Aurora House and it now houses the 285 staff that previously occupied Rosebery (subject to change as the Office Rationalisation Project continues to be implemented).

4.6 The performance of the property estate within CPC is currently as follows:

Asset	Total Area (SqFt)	Let (%)		Rental Income (£)	
		2014	2017	2014	2017
Titan Enterprise	13,538	36.63	76.26	89,151	162,045
JKS Workshops	21,730	93.46	97.84	110,439	125,942
Clydebank East Workshops	8,641	35.11	100	22,429	51,462
Aurora House	20,103	0.00	100	0	201,000
Change House	5,791	0.00	sold	0	sold
Total	69,803	40.55	82	222,019	540,449

4.7 The following table sets out the position of the development sites held within the company:

Development Site	Area at 2014 (acres)	Area at 2016 (acres)	Comment
Queens Quay	1.01	1.01	Short term lease was agreed to BAM during construction of new Leisure Centre. This has since been terminated.
Clyde Gate	2.41	0	Sold to Northern Marine including Change House May 2016 for £645,000.
Clydebank East	1.5	1.09	Site sold to ETi £45,000
Total	4.92	2.10	

4.8 The company leased the two development plots fronting the River Clyde to BAM Construction the builders of the new Leisure Centre for West Dunbartonshire Council. The Company received £71,018 for the period of their occupation.

4.9 Change House and the adjoining development site at Clyde Gate was sold on 11 May 2016 to Northern Marine Group Limited (part of Stena) for £645,000 and is currently being developed by the company as a Maritime Safety Training Centre for both the North Sea and Shipping Industries. The company project that when fully operational they target to train in the region of 6-7,000 people per annum. This property is no longer part of the portfolio. Before its sale the property had been substantially vacant and unlet for seven years.

4.10 A site at Clydebank East extending to 0.41 acres was sold to ETi, a local electrical company, for the planned development of a new owner occupied warehouse and office

Titan Crane

4.11 In addition to the property trading and letting activity CPC also runs the Titan Crane. The Crane trades by attracting visits to the Crane, however the income from this activity has never been sufficient to cover the running costs of the Crane. The CPC Board has consistently considered the appropriate opening hours for the Crane in order to minimise the running costs of the Crane.

4.12 Visitor Analysis

Detailed below are the Titan Crane visitor figures for the past three full years' operating season (April to March).

Season	Total By Appointment Visitors (Booked or midweek)	Total By Walk In (Spectators or visitors)	Total	Reason For Variance +/-
16/17	2501	1786	4287	During this season we achieved our targets which were amended to reflect the change in access arrangements & operating hours.
15/16	1243	1719	2962	During this season we had fewer abseil and bungee events which was reflected in our 'by appointment' visitor numbers.
14/15	3255	3470	6725	During this season we offered discounts to visitors via Group. An intensive leafleting campaign was also undertaken. This in turn increased our visitor numbers.

4.13 Access arrangements for visitors in season 2018/19

Although access to the Crane is assured during the Queens Quay development the exact route cannot be confirmed until the construction programme is agreed when the main contractor is appointed. We do know that access will change during the construction period from Cart St to Wallace St depending on what works are taking place.

- 4.14** The nature of the construction work will also have an impact on the Titan visitor experience i.e. piling work, extraction, scaffolding and utility works in and around the basin at the base of the Crane. Throughout the Titan Visitor season Queens Quay will be a live construction site. Health & Safety will be paramount throughout this period and the practicalities of moving visitors to and from the Crane is potentially hazardous.
- 4.15** The recommendation is to close the Titan Crane to visitors in season 2018 due to the ongoing Queens Quay development and in particular the construction works which are due to take place in the immediately proximity to the Crane.

5. People Implications

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

6. Financial and Procurement Implications

- 6.1** Since the Council took ownership of CPC the audited trading position after tax has been as follows:

Financial Year	Profit/(Loss)	Distributable Reserve
2014/15	£0.298m	£0.227m
2015/16	£0.077m	£0.304m
2016/17	(£0.289m)*	£0.451m

*Loss due to accountancy adjustments to implement the Financial Reporting Standard FRS102, resulting in removal of particular non distributable reserves.

- 6.2** The original report submitted to Council assumed support services being charged to the Company of £0.055m per annum. However, following the purchase it became clear that this was insufficient and in 2016/17 the actual charge was £0.140m (excluding recharges for staff who transferred from the Company when it was purchased). These recharges have resulted in additional spend being incurred by the Company. The Council's budget also assumes this level of income, resulting in a reduction to the Council's overall net expenditure.
- 6.3** The expectation is that the organisation will generate a surplus which should generate a dividend to the Council. The Council's budget assumed a dividend (£0.164m) would be received from CPC each year from 2016/17 onwards. As can be seen from the table at 6.1 the company has continued to trade with increased levels of operational estate being let and following the approval of the audited accounts for 2016/17, the Board agreed to provide the Council with a dividend of £0.164m.
- 6.4** Based on the above it can be seen that the Council acquired CPC for £264,000 as an investment, which was substantially lower than the maximum

sum approved by Council of £800,000. Since its acquisition CPC has absorbed new costs charged from the Council associated with the running of its assets. This has inevitably reduced the surplus position of CPC, however the services would have been required to have been funded from elsewhere if not provided by the Council.

6.5 There is no procurement issues associated with this report

7. Risk Analysis

7.1 The ownership of CPC is a low-level risk to the Council. The purchase price was minimal, given the assets owned by CPC. The ongoing position is likely to remain favourable with likely dividends being provided to the Council.

7.2 The main risk to CPC and therefore the value of the Council's ownership lies in the Titan Crane and the potential for significant costs should any major structural repairs, etc be required. CPC attempts to mitigate against this risk by maintaining the crane and undertaking appropriate inspections on a regular basis.

8. Equalities Impact Assessment (EIA)

8.1 No significant issues were identified in relation to equality impact.

9. Strategic Environmental Assessment

9.1 A Strategic Environmental Assessment is not required

10. Consultation

10.1 Consultation was undertaken with officers within Regeneration, Resources, and Regulatory.

11. Strategic Assessment

11.1 The company will continue to significantly contribute to improving economic growth and employability; and improving local housing and environmentally sustainable infrastructure.

Jim McAloon
Strategic Lead - Regeneration

Date: 6 November 2017

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Appendices: There are no appendices for this report.

Background Papers: Clydebank Rebuilt – Conclusion to the Purchase of
Clydebank Property Company – Infrastructure,
Regeneration and Economic Development Committee –
17 September 2014

Wards Affected: 6

WEST DUNBARTONSHIRE COUNCIL**Report by Strategic Lead – People and Technology****Infrastructure Regeneration & Economic Development Committee
22 November 2017**

Subject: Working Well Together - Attendance Management: Quarter 2 (1 June – 30 September 2017)

1. Purpose

- 1.1** The purpose of this report is to provide Committee with an update for Quarter 2 2017/18 in respect of sickness absence and to provide detailed analysis on the attendance performance for the strategic lead areas within the locus of this Committee.

2. Recommendations

- 2.1** It is recommended that the Committee note the content of the report and the attendance performance of the Strategic Lead areas covered by this report for Quarter 2, namely a decrease of 0.32 FTE days lost (13%) compared to the same period last year as outlined in appendices 2 and 3.
- 2.2** The Committee is further asked to note, the Council's attendance results for Quarter 2, namely an increase of 0.37 FTE days lost (17%) compared to the same period last year. The Council's attendance is outlined in appendix 1.

3. Background

- 3.1** The council is committed to improving attendance levels by setting ambitious targets for reducing days lost for all employees, supporting attendance at work and improving the health and wellbeing of all employees.

4. Main IssuesService Performance

- 4.1** In Quarter 2 2017/18, in the Strategic Lead areas covered by this Committee 2487.42 FTE days were lost due to sickness absence, a decrease of 379.72 FTE days lost compared to the same period last year.

Table 1 below shows individual targets by Strategic Lead and the annual result for each area in 2016/17.

Table 1 – Council / Strategic Lead Targets (FTE days lost per employee) (strategic lead areas covered by this committee)

Strategic Lead	2017/18 Target	Year End Result 2016/17
Council Wide	7	10.47
Environment and Neighbourhood	8	10.73
Regeneration	8.5	11.19

- 4.2 Table 2 shows the results for the strategic leads within the locus of this committee and compares to the same period last year. Both Environment and Neighbourhood and Regeneration have recorded a decrease in absence in comparison to Quarter 2 2016/17. Performance in both these strategic lead areas was better than the Council average at 2.53 FTE days lost per FTE employee.

Table 2 – Local performance (period)

Strategic Lead Area	Quarter 2 – 2017/18 FTE	Quarter 2 – 2016/17 FTE	Variance (%)
Council	2.53	2.16	+17%
Environment and Neighbourhood	2.12	2.21	-3.9%
Regeneration	2.48	3.17	-21.8%

Absence Duration – Local Performance

- 4.3 Table 3 shows the duration profile for the strategic lead areas within the locus of this committee and compares to the Council duration profile. Long term absence accounts for almost 70% of absence council wide. There has been a significant reduction in short term absences recorded within Environment and Neighbourhood resulting in a corresponding increase in the days lost due to long term absence while in Regeneration short term absence has increased and long term absence reduced in comparison to Quarter 2 2016/17.
- 4.4 Facilities Management, Greenspace and Building Services have all recorded a year on year reduction in absence in comparison to Quarter 2 2016/17 while Roads and Transportation and Fleet and Waste have recorded an increase due to a number of employees in these areas being off with significant health issues.

Table 3 – Absence Duration – Local performance

Quarter 2	Short Term		Long Term	
	2016	2017	2016	2017
Council	45.86%	31.51%	54.14%	68.49%
Environment & Neighbourhood	44.19%	33.48%	55.81%	66.52%
Regeneration	36.45%	41.73%	63.55%	58.27%

- 4.6** In order to continue to reduce the periods of long-term absence, managers are in early discussions with employees and referring them to Occupational Health for medical guidance on how to effectively support employees to return to work at the earliest opportunity.

Absence Reasons – Local Performance

- 4.7** Appendices (2 and 3) give a detailed breakdown of the reasons for absence for each of the Strategic Lead areas within the locus of this Committee. Table 4 shows the top 3 reasons for absence by Strategic Lead area and compares to Council results.
- 4.8** While Minor Illness is the main reason for absence within the Council it is not the main reason for absence within Regeneration or Environment and Neighbourhood. Within Environment and Neighbourhood the main reason for absence is Acute Medical Conditions (28.7%) and in Regeneration it is Personal Stress (27.45%). The absence reasons and percentage of absence linked to MSK is reflective of the manual work associated with the majority of services within Environment and Neighbourhood.

Table 4 – Reasons analysis – Local performance

	1		2		3	
	Reason	%	Reason	%	Reason	%
Council	Minor Illness	19.47	Acute	16.27	MSK	15.68
Environment and Neighbourhood	Acute	28.7	Minor Illness	26.32	MSK	15.57
Regeneration	Stress (Personal)	27.45	Acute	23.98	Minor Illness	19.06

- 4.9** The three main reasons for absence in Quarter 2 are consistent with those recorded last year within Environment & Neighbourhood albeit there has been a significant percentage shift in each of these categories. In (2016-17) Minor Illness was the main reason (29.61%), MSK (21.76%) and Acute Medical Conditions (19%).
- 4.10** There has been a shift in reasons for absence recorded by Regeneration in Quarter 2 compared to those recorded last year. In 2016-17 the main reasons for absence were Acute Medical Conditions (29.59%), MSK (16.8%) and Back Pain (16.87%). Personal Stress was not in the top three reasons last year however this accounted for 27% of absence in this area in Quarter 2.
- 4.11** Compared to Quarter 2 last year, Environment & Neighbourhood showed a significant decrease in days lost attributed to short term absence. Roads and Transport and Fleet and Waste reported a significant increase in days lost due to Acute Medical Conditions during this quarter in comparison to last year and this is reflected in the increase in long term absences in both these areas.

4.12 In Quarter 2 2017-18, Regeneration recorded a 21.8% improvement in attendance from absence recorded in Quarter 2 2016-17. This can be attributed to the significant improvement in attendance within Building Services, a hotspot area within Regeneration. This improvement has been continuous for 5 out of the last 6 months.

Council Performance - Quarter 1 2017/18

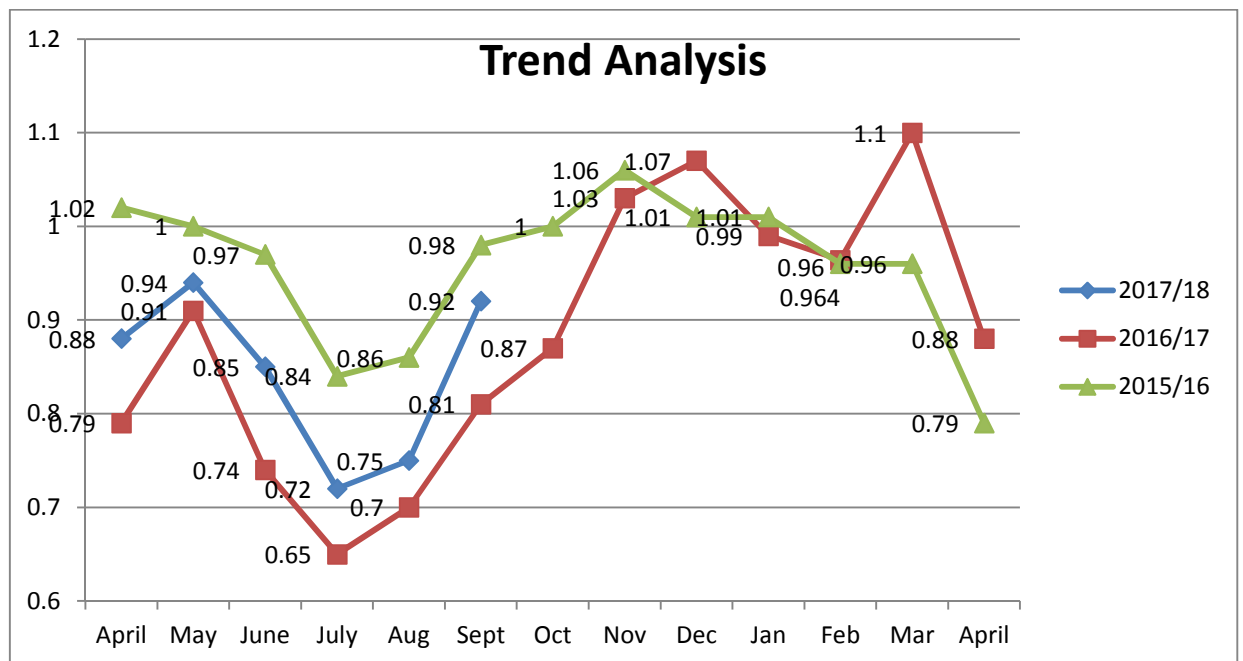
4.13 In Quarter 2 2017/18 a total of 11,749 FTE days were lost across the Council due to sickness absence, an increase of 1,998 FTE days lost compared to the same period last year.

4.14 Council Wide Absence was reported as 2.53 FTE days lost per employee representing a 17% increase on the same period last year.

Chart 1 below shows the absence for the last 2 years and includes year to date data for 2017/18 to allow trend analysis.

In 2016/17, the Council’s absence performance improved by 11.3%, however this was largely due to a positive performance in the first half of the year. In the latter half of the year, the performance deteriorated leading to a declining picture which appears to have carried forward into this financial year.

Chart 1 – Absence Trends



4.12 Employee Wellbeing Group

The Employee Wellbeing Group has been established to oversee the development, implementation and evaluation of the Council's Employee Health and Wellbeing strategy (and supporting delivery plans). The membership of this group includes representatives from Strategic HR, the Trades Unions, OD & Change, Occupational Health, Health & Safety, Health Improvement and Corporate Communications as well as a nominated service manager from each Strategic Lead area. All group members will participate in a range of working groups.

A Core Group has also been established and will meet every other month to review progress in implementing the agreed action plans according to identified timescales, as well as evidence to support their effectiveness in delivering against strategic aims.

The Employee Wellbeing Core Group met on 28th September 2017 where Council Wide Action plans were reviewed. Short term actions were also identified that could be implemented before the end of the year. The action plans will be presented to the Performance and Monitoring Review Group.

5. **People Implications**

- 5.1 All Strategic Lead areas covered by this committee have reported a decrease in absence compared to the same period last year. It is vital that effective and robust management of absence continues, as early intervention can have a positive impact upon employees, promoting early return to good health. However, there is still a risk that if the focus and attention by all stakeholders is not maintained, absence rates could rise making it difficult to achieve the Council's target of 7 FTE days (for Local Government Employees) for 2017/18.

6. **Financial Implications**

- 6.1 Based upon the estimated cost of a day's absence (£123 in 2017/18), table 5 provides the estimated cost of absence across the Council and the Strategic Lead areas.

Table 5 – Cost of absence

Strategic Lead Area	£
Environment and Neighbourhood	175,767
Regeneration	130,134
Council	1,445,160

7. **Risk Analysis**

- 7.1 Management are taking necessary steps such as early referrals to occupational health for advice on supporting employees to return to work at the earliest opportunity and to support employees sustain their attendance

upon a return to work, however there is still a significant amount of work to do to continue to reduce absence.

- 7.2** Without maintaining and continuing to improve attendance there continues to be a potential risk of loss of productivity, reduced team performance and importantly, a detrimental impact to service delivery.

8. Equalities Impact Assessment (EIA)

- 8.1** This report is for noting only, therefore no EIA is required. Any associated policies are subject to Equalities Impact Screening and Assessment if required.

9. Consultation

- 9.1** Consultation is on-going with trades unions in the main through joint working on the Wellbeing Group and thereafter through the local Joint Consultative Committees, Employee Liaison Group and for more strategic matters through Joint Consultative Forum.

- 9.2** Strategic Leads continued to be consulted through regular meetings with HR Business Partners.

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.

Victoria Rogers
Strategic Lead, People and Technology
Date:

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Appendices: Appendix 1 – Council Wide Q2 2017/18 Absence Summary
Appendix 2 – Environment and Neighbourhood Q2 2017/18 Absence Summary.
Appendix 3 – Regeneration Q2 2017/18 Absence Summary.

Background Papers: None

Wards Affected: None

TABLE 1 - Headline Figure	Q2 2017/18	2.53	Q2 2016/17	2.16	Year on Year +/-	17.0%
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TABLE 2 - Days Lost per

Department	FTE Employees	ACTUAL WORKING DAYS LOST				Total Working Days Lost	Total FTE Days Lost	Total FTE Days Lost by FTE Employees
		Intermittent 1-3 days	Short Term 4-5 days	Medium Term 6 days - 4 weeks	Long Term over 4 weeks			
Strategic Management	14.00	0	0	0	0	0	0.00	0.00
Child Healthcare & Criminal Justice	236.63	45	42	176	644	907	852.58	3.60
Community Health & Care	744.75	201	129	830.5	3,797.5	4,958	3,789.86	5.09
Finance & Resources	4.40	0	0	0	0	0	0.00	0.00
Mental Health, Addiction & Learning Disabilities	138.79	36.5	19	129	397	581.5	463.98	3.34
Strategy, Planning & Health Improvement	25.61	2	4	14	66	86	77.63	3.03
Health & Social Care Partnership	1,150.18	284.5	194	1,149.5	4,904.5	6,532.5	5,184.05	4.51
Environment & Neighbourhood	673.09	106	92	462	1,312	1,972	1,972.00	2.93
Housing & Employability	242.57	19.5	47	70	668.5	805	805.00	3.32
Regeneration	426.98	51.5	82	312	622	1,067.5	1,067.50	2.50
Regeneration, Environment & Growth	1,342.64	177	221	844	2,602.5	3,844.5	3,844.50	2.86
Communications, Culture & Communities	152.21	31.5	21	107	196	355.5	317.03	2.08
Education Learning & Attainment	617.06	101	105	352	917	1,475	1,057.96	1.71
People & Technology	99.92	5	4	38	53	100	83.50	0.84
Regulatory	213.67	24	22	124.5	236	406.5	358.63	1.68
Resources	169.25	18	21.5	51	279	369.5	290.29	1.72
Transformation & Public Service Reform (Excl. Teachers)	1,252.11	179.5	173.5	672.5	1,681	2,706.5	2,107.41	1.68
LOCAL GOVERNMENT EMPLOYEES TOTAL	3,758.93	641	588.5	2,666	9,188	13,083.5	11,135.96	2.96
Transformation & Public Service Reform (Teachers)	889.01	136	99	223	276.5	734.5	613.31	0.69
COUNCIL-WIDE TOTAL	4,647.94	777	687.5	2,889	9,464.5	13,818	11,749.27	2.53

TABLE 3 - Breakdown of Days Lost by Duration Category

Duration	Working Days Lost	Percentage of Lost Days
Intermittent (1-3 days)	777.0	5.62%
Short Term (4-5 days)	687.5	4.98%
Medium Term (6 days-4 weeks)	2,889.0	20.91%
Long Term (over 4 weeks)	9,464.5	68.49%
TOTAL	13,818.0	100%

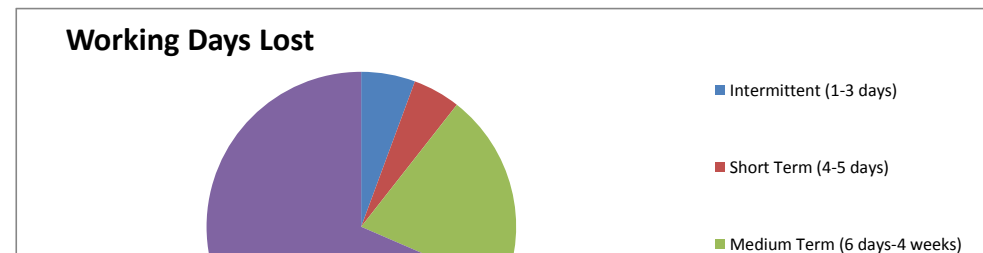


TABLE 4 - Absence Reasons

Department	FTE Employees	Absence Reasons													Total Working Days Lost	FTE Days Lost	Total FTE Days Lost by FTE Employees	
		Minor Illness	Back Pain	Musculo-skeletal Injuries	Stress	Recurring Medical Conditions	Non Work Related Accident / Injuries	Work Related Accidents / Injuries	Mental Health	Acute Medical Conditions	Pregnancy Related Absence	Drink or Drug Related Condition	Stress - Work Related	Reason Not Disclosed				
Strategic Management	14.00	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0.00	0.00
Child Healthcare & Criminal Justice	236.63	235	33	99	24	262	13	40	0	106	11	0	84	0	907	852.58	3.60	
Community Health & Care	744.75	610	268	845.5	939	341.5	84	30	444	698	59	0	639	0	4,958	3,789.86	5.09	
Finance & Resources	4.40	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0.00	0.00	
Mental Health, Addiction & Learning Disabilities	138.79	101.5	1	204	12	84	0	5	67	42	65	0	0	0	581.5	463.98	3.34	
Strategy, Planning & Health Improvement	25.61	6	0	54	26	0	0	0	0	0	0	0	0	0	86	77.63	3.03	
Health & Social Care Partnership	1,150.18	952.5	302	1,202.5	1,001	687.5	97	75	511	846	135	0	723	0	6,532.5	5,184.05	4.51	
Environment & Neighbourhood	673.09	519	167	307	160	16	97	52	79	566	0	0	9	0	1,972	1,972.00	2.93	
Housing & Employability	242.57	158	98	53	46	83	3	0	0	100	0	0	264	0	805	805.00	3.32	
Regeneration	426.98	203.5	83	141	293	0	91	0	0	256	0	0	0	0	1,067.5	1,067.50	2.50	
Regeneration, Environment & Growth	1,342.64	880.5	348	501	499	99	191	52	79	922	0	0	273	0	3,844.5	3,844.50	2.86	
Communications, Culture & Communities	152.21	139.5	8	51	0	16	0	0	0	88	11	0	42	0	355.5	317.03	2.08	
Education Learning & Attainment	617.06	341	31	178	161	39	62	89	100	191	20	66	197	0	1,475	1,057.96	1.71	
People & Technology	99.92	8	0	0	40	20	0	0	0	32	0	0	0	0	100	83.50	0.84	
Regulatory	213.67	51.5	0	1	162.5	12	0	0	22	54	32.5	0	71	0	406.5	358.63	1.68	
Resources	169.25	31	9	5.5	65	55	5	0	26	67	0	0	106	0	369.5	290.29	1.72	
Transformation & Public Service Reform (Excl. Teachers)	1,252.11	571	48	235.5	428.5	142	67	89	148	432	63.5	66	416	0	2,706.5	2,107.41	1.68	
LOCAL GOVERNMENT EMPLOYEES TOTAL	3,758.93	2,404	698	1,939	1,928.5	928.5	355	216	738	2,200	198.5	66	1,412	0	13,083.5	11,135.96	2.96	
Transformation & Public Service Reform (Teachers)	889.01	286.5	18	228	94	16	0	2	0	48	6	0	36	0	734.5	613.31	0.69	
COUNCIL-WIDE TOTAL	4,647.94	2,690.5	716	2,167	2,022.5	944.5	355	218	738	2,248	204.5	66	1,448	0	13,818	11,749.27	2.53	

TABLE 5 - Days Lost by Absence Category

Absence Reason	Working Days Lost	Percentage of Lost Days
Minor Illness	2,690.5	19.47%
Back Pain	716.0	5.18%
Musculo-skeletal Injuries	2,167.0	15.68%
Stress	2,022.5	14.64%
Recurring Medical Conditions	944.5	6.84%
Non Work Related Accidents / Injuries	355.0	2.57%
Work Related Accidents / Injuries	218.0	1.58%
Mental Health	738.0	5.34%
Acute Medical Conditions	2,248.0	16.27%
Pregnancy Related Absence	204.5	1.48%
Drink or Drug Related Condition	66.0	0.48%
Stress - Work Related	1,448.0	10.48%
Reason Not Disclosed	0.0	0.00%
TOTAL	13,818.0	100%

Working Days Lost

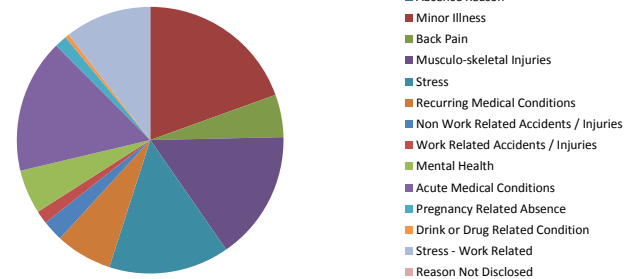


TABLE 1 - Headline Figure	Q2 2017/18	2.12	Q2 2016/17	2.21	Year on Year +/-	-3.9%
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TABLE 2 - Days Lost per Employee

Section / Team	FTE Employees	ACTUAL WORKING DAYS LOST				Total Working Days Lost	Total FTE Days Lost	Total FTE Days Lost by FTE Employees
		Intermittent 1-3 days	Short Term 4-5 days	Medium Term 6 days - 4 weeks	Long Term over 4 weeks			
Facilities Management	306.74	66	32	172	663	933	477.44	1.56
Fleet & Waste	113.87	26	37	100	204	367	362.60	3.18
Greenspace	193.13	11	4	103	316	434	408.81	2.12
Roads & Transportation	59.36	3	19	87	129	238	180.46	3.04
Environment & Neighbourhood TOTAL	673.09	106	92	462	1,312	1,972	1,429.31	2.12

TABLE 3 - Breakdown of Days Lost by Duration Category

Duration	Working Days Lost	Percentage of Lost Days
Intermittent (1-3 days)	106.0	5.38%
Short Term (4-5 days)	92.0	4.67%
Medium Term (6 days-4 weeks)	462.0	23.43%
Long Term (over 4 weeks)	1312.0	66.53%
TOTAL	1,972.0	100.00%

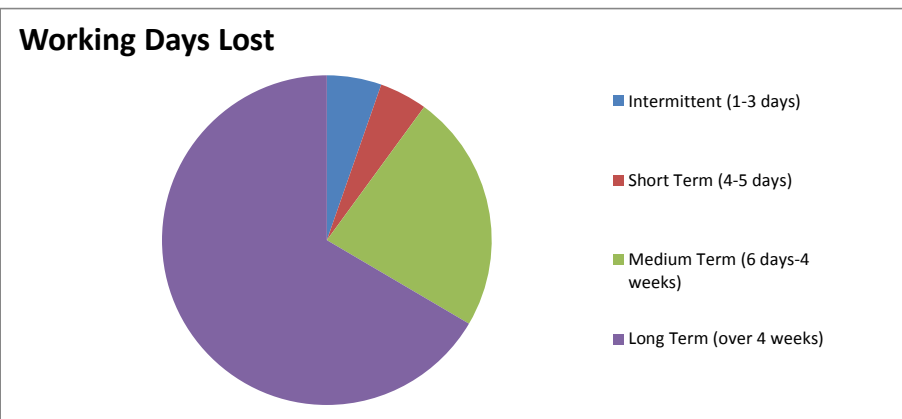


TABLE 4 - Absence Reasons

Section / Team	FTE Employees	Absence Reasons													Total Working Days Lost	FTE Days Lost	Total FTE Days Lost by FTE Employees
		Minor Illness	Back Pain	Musculo-skeletal Injuries	Stress - Personal	Recurring Medical Conditions	Non Work Related Accident / Injuries	Work Related Accidents / Injuries	Mental Health	Acute Medical Conditions	Pregnancy Related Absence	Drink or Drug Related Condition	Stress - Work Related	Not Disclosed			
Facilities Management	306.74	348	40	202	62	0	0	34	38	200	0	0	9	0	933	477.44	1.56
Fleet & Waste	113.87	132	21	28	0	11	0	0	20	155	0	0	0	0	367	362.60	3.18
Greenspace	193.13	34	83	46	79	5	27	0	21	139	0	0	0	0	434	408.81	2.12
Roads & Transportation	59.36	5	23	31	19	0	70	18	0	72	0	0	0	0	238	180.46	3.04
Environment & Neighbourhood TOTAL	673.09	519	167	307	160	16	97	52	79	566	0	0	9	0	1,972	1,429.31	2.12

TABLE 5 - Days Lost by Absence Category

Absence Reason	Total Working Days Lost	Percentage of Lost Days
Minor Illness	519.0	26.32%
Back Pain	167.0	8.47%
Musculo-skeletal Injuries	307.0	15.57%
Stress - Personal	160.0	8.11%
Recurring Medical Conditions	16.0	0.81%
Non Work Related Accidents / Injuries	97.0	4.92%
Work Related Accidents / Injuries	52.0	2.64%
Mental Health	79.0	4.01%
Acute Medical Conditions	566.0	28.70%
Pregnancy Related Absence	0.0	0.00%
Drink or Drug Related Condition	0.0	0.00%
Stress - Work Related	9.0	0.46%
Not Disclosed	0.0	0.00%
TOTAL	1,972.0	100.00%

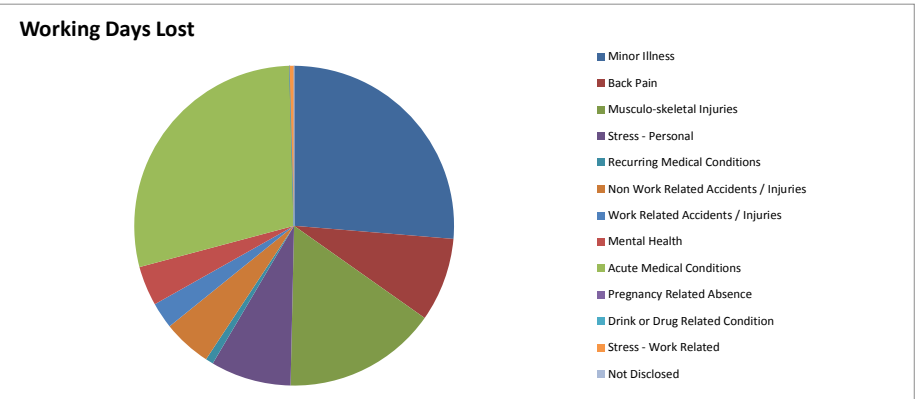


TABLE 1 - Headline Figure	Q2 2017/18	2.48	Q2 2016/17	3.17	Year on Year +/-	-21.8%
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TABLE 2 - Days Lost per Employee

Section / Team	FTE Employees	ACTUAL WORKING DAYS LOST				Total Working Days Lost	Total FTE Days Lost	Total FTE Days Lost by FTE Employees
		Intermittent 1-3 days	Short Term 4-5 days	Medium Term 6 days - 4 weeks	Long Term over 4 weeks			
Building Services	344.80	41.5	77	247	588	953.5	950.17	2.76
Capital Investment	9.33	0	0	0	0	0	0.00	0.00
Economic Development	12.51	4	0	15	0	19	13.34	1.07
Estates & Asset Management	46.93	6	5	17	34	62	61.60	1.31
Housing Asset & Investment	13.40	0	0	33	0	33	33.00	2.46
Regeneration TOTAL	426.98	51.5	82	312	622	1,067.5	1058.11	2.48

TABLE 3 - Breakdown of Days Lost by Duration Category

Duration	Total Working Days Lost	Percentage of Lost Days
Intermittent (1-3 days)	51.5	4.82%
Short Term (4-5 days)	82.0	7.68%
Medium Term (6 days-4 weeks)	312.0	29.23%
Long Term (over 4 weeks)	622.0	58.27%
TOTAL	1067.5	100.00%

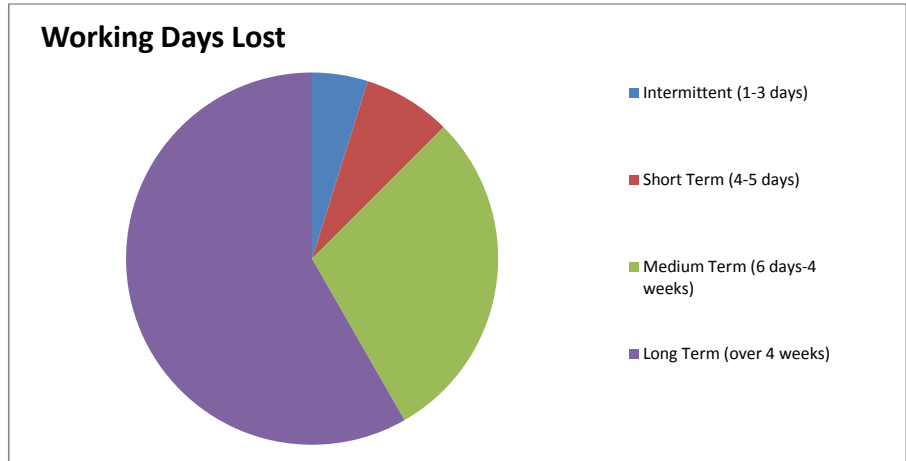


TABLE 4 - Absence Reasons

Section / Team	FTE Employees	Absence Reasons													Total Working Days Lost	FTE Days Lost	Total FTE Days Lost by FTE Employees
		Minor Illness	Back Pain	Musculo-skeletal Injuries	Stress - Personal	Recurring Medical Conditions	Non Work Related Accident / Injuries	Work Related Accidents / Injuries	Mental Health	Acute Medical Conditions	Pregnancy Related Absence	Drink or Drug Related Condition	Stress - Work Related	Not Disclosed			
Building Services	344.80	182.5	83	141	259	0	57	0	0	231	0	0	0	0	953.5	950.17	2.76
Capital Investment	9.33	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0.00	0.00
Economic Development	12.51	4	0	0	0	0	15	0	0	0	0	0	0	0	19	13.34	1.07
Estates & Asset Management	46.93	17	0	0	34	0	0	0	0	11	0	0	0	0	62	61.60	1.31
Housing Asset & Investment	13.40	0	0	0	0	0	19	0	0	14	0	0	0	0	33	33.00	2.46
Regeneration TOTAL	426.98	203.5	83	141	293	0	91	0	0	256	0	0	0	0	1,067.5	1,058.11	2.48

TABLE 5 - Days Lost by Absence Category

Absence Reason	Total Working Days Lost	Percentage of Lost Days
Minor Illness	203.5	19.06%
Back Pain	83.0	7.78%
Musculo-skeletal Injuries	141.0	13.21%
Stress - Personal	293.0	27.45%
Recurring Medical Conditions	0.0	0.00%
Non Work Related Accidents / Injuries	91.0	8.52%
Work Related Accidents / Injuries	0.0	0.00%
Mental Health	0.0	0.00%
Acute Medical Conditions	256.0	23.98%
Pregnancy Related Absence	0.0	0.00%
Drink or Drug Related Condition	0.0	0.00%
Stress - Work Related	0.0	0.00%
Not Disclosed	0.0	0.00%
TOTAL	1067.5	100.00%

Working Days Lost

