

INFRASTRUCTURE, REGENERATION AND ECONOMIC DEVELOPMENT COMMITTEE

At a Meeting of the Infrastructure, Regeneration and Economic Development Committee held in Committee Room 3, Council Offices, Garshake Road, Dumbarton on Wednesday, 18 March 2015 at 2.00 p.m.

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

* Arrived later in the meeting.

Attending: Richard Cairns, Executive Director of Infrastructure and Regeneration; Ronnie Dinnie, Head of Neighbourhood Services; Michael McGuinness, Economic Development Manager; Alison Wood, Procurement Business Manager; Stuart Gibson, Asset Co-ordinator; Joe Reilly, Business Unit Finance Partner; Sally Michael, Principal Solicitor and Nuala Borthwick, Committee Officer, Legal, Democratic and Regulatory Services.

Apology: An apology for absence was intimated on behalf of Councillor Lawrence O'Neill.

Councillor Patrick McGlinchey in the Chair

DECLARATIONS OF INTEREST

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

MINUTES OF PREVIOUS MEETING

The Minutes of Meeting of the Infrastructure, Regeneration and Economic Development Committee held on 10 December 2014 were submitted and approved as a correct record.

Note:- Councillor Marie McNair arrived at this point in the meeting.

BUSINESS GATEWAY INTEGRATED SERVICE DELIVERY MODEL FOR BUSINESS SUPPORT – EFFICIENCY SAVINGS

A report was submitted by the Executive Director of Infrastructure and Regeneration seeking approval to bring delivery of the Business Gateway service in house from 1 October 2015, through the development and implementation of an integrated Business Support service delivery model which it is estimated will provide significant efficiency savings by 2016/17.

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

- (1) to bring the Business Gateway service delivery in-house from 1 October 2015; and
- (2) to approve the proposed integrated Business Support delivery model outlined in the report which it is estimated will provide significant efficiency savings in 2015/16, 2016/17 and 2017/18.

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

SCOTTISH LOCAL AUTHORITY BUSINESS LOAN FUND

A report was submitted by the Executive Director of Infrastructure and Regeneration seeking approval to participate in the formation and implementation of a Scotland Wide Local Authority Loan Fund as a means of providing loan finance to small and medium sized local businesses.

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

- (1) to participate in the formation and implementation of a new Scottish Local Authority Loan Fund as a means of providing loan finance to small and medium sized local businesses;
- (2) that the existing business and assets of West of Scotland Loan Fund be transferred to the new Scottish Local Authority Loan Fund company as of 1 April 2015;
- (3) to delegate authority to Executive Director of Infrastructure and Regeneration to conclude and agree the Articles of Association and Members Agreement for the new Scottish Local Authority Business Loan Fund Company;
- (4) to delegate authority to Executive Director of Infrastructure and Regeneration to nominate, as required, Council officers to attend working groups on behalf of West Dunbartonshire Council; and

- (5) that a Members' Briefing be issued to Members providing information on the assistance provided to local businesses by the West of Scotland Loan Fund.

CLYDEBANK CREMATORIUM PROCUREMENT

A report was submitted by the Executive Director of Infrastructure and Regeneration:-

- (a) providing an update on progress with the phase 1 procurement exercise for the redevelopment of the Clydebank Crematorium project; and
- (b) seeking approval to go out to tender and award for phase 2 of the project, i.e. the procurement of construction works.

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

- (1) to approve the tender and award of the procurement of construction works to deliver phase two of the redevelopment of Clydebank Crematorium; and
- (2) to delegate authority to the Executive Director of Infrastructure and Regeneration to approve the awarding of the contract to the most economically advantageous tenderer.

UPDATE ON PROPERTY AND LAND ASSET DISPOSAL STRATEGY 2013-18

A report was submitted by the Executive Director of Infrastructure and Regeneration providing an update in respect of the Property and Land Disposal Strategy 2013-2018 for Council assets as approved by the Housing, Environment and Economic Development Committee on 13 February 2013.

After discussion and having heard the Asset Co-ordinator in further explanation of the report and in answer to Members' questions, the Committee unanimously agreed the undernoted motion by Councillor Rooney:-

The Committee acknowledges the continued progress made by the Department and in particular the work of the Assets Co-ordinator in driving forward improvements in the disposal of assets and land.

The Committee therefore agrees the recommendations at paragraph 2.1 of the report.

The Property and Land Disposal Strategy was approved in February 2013. The key focus of the strategy is to set out the terms for a Property and Land Asset Disposal approach that supports the Council's Corporate Asset

Management Strategy and Property Asset Management Plan and this approach ensures best value for the Council.

In 2014 there were two outstanding legacy issues, namely: (i) the sale of 147 High Street to Dumbarton Credit Union which was concluded this year; and (ii) the potential disposal of Renton Nursery to the Vale of Leven Autism and Aspergers Forum (VOLAAF).

Committee notes that VOLAAF is working positively with the Assets Co-ordinator and a range of partners in the continued development of the ambitious West of Scotland Autism and Aspergers Centre, including West Dunbartonshire Environmental Trust; and the Scottish Government.

The motion to Council in 2014 was designed to give VOLAAF time to consider whether to pursue a rental agreement or an ownership option of the former Renton Nursery. They have since confirmed that their preferred option is to take over ownership and have full responsibility for the management and control of the centre.

The Committee further notes that the provisions in the Local Government (Scotland) Act means land should not be disposed of for less than the best value that can reasonably be achieved. However, it also allows for circumstances where land can be disposed of for less than market value, so long as we comply with the Disposal of Land by Local Authorities (Scotland) Regulations which requires a full options appraisal.

Although the Committee cannot fix the sale price it is noted that a previous disposal for community use of £25,000 was agreed with Renton Community Development Trust. This Committee's expectation is that after adjustments for inflation and other reasonable considerations that any future sale for community use would be expected to pay a similar price to that offered to Renton Community Development Trust.

However, this does not prevent other interested parties such as private developers or other voluntary organisations from submitting bids and offering a higher purchase price as part of options appraisal process.

Given the above, the Committee also agrees that a full options appraisal is carried out for the disposal of Renton Nursery and a report comes back to Infrastructure, Regeneration and Economic Development Committee for consideration in June.

In the meantime, this Committee actively encourages VOLAAF to work with the Head of Neighbourhood Services with a view to securing additional funding from the Council's Community Fund (match-fund) to help develop proposals for the outside space at the West of Scotland Autism & Aspergers Centre to create a play environment suitable for the children and their families.

The report recommendations also agreed as part of the motion were as follows:-

- (1) to acknowledge the progress made in meeting the aims and objectives of the approved West Dunbartonshire Council Property and Land Asset Disposal Strategy 2013-2018 and the resultant Strategy update as at February 2015 detailed at Appendix 1 of the report;
- (2) to note the contents of the updated Surplus Assets list and Action Plan detailed at appendix 2 of the report; and
- (3) to note that a further annual update on the Strategy would be submitted to a future meeting of the Committee in the first quarter of 2016.

APPOINTMENT OF STRATEGIC SERVICES TO SUPPORT WEST DUNBARTONSHIRE COUNCIL'S CITY DEAL PROJECT

A report was submitted by the Executive Director of Infrastructure and Regeneration notifying of the decision taken by the Chief Executive to relax the procedures for tender in accordance with the requirements of Standing Order 39(d).

After discussion and having heard the Executive Director of Infrastructure and Regeneration and the Procurement Business Manager in further explanation of the report and in answer to Members' questions, the Committee agreed to note the contents of the report.

INFRASTRUCTURE, REGENERATION & ECONOMIC BUDGETARY CONTROL REPORT 2014/15 TO PERIOD 10 (31 JANUARY 2015)

A report was submitted by the Executive Director of Infrastructure and Regeneration providing an update on the financial performance to 31 January 2015 (Period 10) of those services under the auspices of the Infrastructure, Regeneration & Economic Development Committee.

After discussion and having heard the Executive Director of Infrastructure and Regeneration, the Head of Neighbourhood Services and the Business Unit Finance Partner (HEEDS) in further explanation of the report and in answer to Members' questions, the Committee agreed:-

- (1) to note the contents of the report which shows the revenue budget forecast to underspend against budget by £0.434m (1.4%) at the year-end;
- (2) to note the net projected annual capital underspend of £2.427m (9.9%), of which £3.660m (14.9%) relates to project rephasing and an in-year overspend of £1.233m (5.0%);
- (3) to note the progress on savings incorporated into budgets for 2014/15; and

- (4) that a Members' Briefing be issued to Members of the Committee on the plans to redevelop Alexandria Town Centre including options for delivery of a food store in the area.

DATES OF FUTURE MEETINGS

Members agreed the following dates for future meetings of the Infrastructure, Regeneration and Economic Development Committee, to be held in Committee Room 3, Council Offices, Garshake Road, Dumbarton on:-

Wednesday, 16 September 2015, 2.00 p.m.
Wednesday, 25 November 2015, 10.00 a.m.
Wednesday, 16 March 2016, 2.00 p.m.
Wednesday, 15 June 2016, 10.00 a.m.
Wednesday, 14 September 2016, 2.00 p.m.
Wednesday, 14 December 2016, 10.00 a.m.
Wednesday, 15 March 2017, 2.00 p.m.

The meeting closed at 2.50 p.m.

WEST DUNBARTONSHIRE COUNCIL

Report by Executive Director of Infrastructure and Regeneration

Infrastructure, Regeneration and Economic Development Committee: 17 June 2015

Subject: Performance Report 2014-17

1. Purpose

- 1.1** The purpose of this report is to provide details of the department's end of year progress in meeting corporate and departmental objectives set out in the Housing, Environmental and Economic Development Departmental Plan 2014-17.

2. Recommendations

- 2.1** The Housing, Environmental and Economic Development Departmental Plan for 2014-17 was implemented on the 1st April 2014 with a reviewed and refreshed Departmental Plan 2015-17 submitted for approval by the Housing, Environmental and Economic Development Committee on 7th May 2014. A significant number of actions to deliver corporate and departmental objectives have been completed as planned and there has been progress in meeting the targets set for the PIs.
- 2.2** The Committee is invited to consider and note the relevant contents of this report.

3. Background

- 3.1** The Performance Management Framework requires all Directorates to monitor, review and formally report their departmental plan's performance to the relevant committee on a twice yearly basis with this being the end of year report.
- 3.2** In addition, Elected Members receive a progress update each quarter by e-mail in the form of a report generated by the covalent risk and performance management system.
- 3.3** Monitoring of the Departmental Plan has taken place during Senior Management Team meetings. At these meetings progress of the actions and performance indicators contained within the Plan are reported with details on corporate complaints received, Freedom of Information requests and absence statistics also being monitored.
- 3.4** The Housing, Environmental and Economic Development Strategic Plan 2015-17 covers the work of the wider directorate. However, this plan will report to two separate committees; IRED and Housing & Communities. As appropriate performance reports will be produced with relevant information from Housing and Community Safety services to the Housing & Communities Committee. All other service areas covered by the Housing Environmental and Economic Development directorate will be reported through the Infrastructure, Regeneration and Economic Development Committee.

4. Main Issues

- 4.1 Appendix 1 sets out the progress of the performance indicators contained within the Housing, Environmental and Economic Development Departmental Plan 2014-17.
- 4.2 During the development of the Departmental Plan 2014-17, the Executive Director and Heads of Service participated in a development session to identify the major issues for the department in 2014-15. These issues were linked to each of the West Dunbartonshire Councils priorities as contained within the West Dunbartonshire Councils Strategic Plan 2012-17.

The table below shows the major priorities and key achievements made against each priority.





WDC Priority identified for 2014/15	Key Achievements
Improve economic growth and employability	<ul style="list-style-type: none">• Secured £28m through the Glasgow and Clyde Valley City Deal to finance the regeneration of the 81 acre former Exxon Mobil site• Published a new Urban Strategy for Dumbarton Town Centre and Waterfront• Started the process of designing the new Council Office which will safeguard a Grade A listed building and revitalise Dumbarton Town Centre• Delivered an ambitious masterplan for regenerating Bowling Basin• Supported the Lomondgate development which has delivered £71.5m of investment, 600 gross direct FTE jobs, £217m Gross Value Added to regions economy and £273,000 in Council Tax payments per annum• Secured £900,000 of Regeneration Capital Grant Funding from the Scottish Government towards the creation of 13,500 square feet of new workshop space at Vale of Leven Industrial Estate• Achieved success with the Jobs Growth and Investment Framework target of 1000 jobs within 1000 days, reaching the target after only 650 days. A subsequent target of 1000 jobs within 1000 days was set and as of 24th March 2015 we are again ahead of target with 887 jobs after only 405 days• Provided assistance to over 200 start up businesses and 90 businesses with growth potential who are receiving an enhanced package of support• Attracted £192,643 funding through European Regional Development Fund (ERDF) to provide a mix of advisory services and grant funding to help businesses grow and create jobs• Hosted the West Dunbartonshire Business Show with

WDC Priority identified for 2014/15	Key Achievements
	<p>47 exhibitors attended by over 140 people</p> <ul style="list-style-type: none"> • Transferred Clydebank Rebuilt's staff and assets into Council ownership.
<p>Improve local housing and environmentally sustainable infrastructure</p>	<ul style="list-style-type: none"> • Scottish Housing Quality Standard Compliance for 100% of the Council's housing stock improving over 9461 homes • Reduce the number of void properties by 25% • Adopted "A Common Approach to Tenancy Sustainability" which has led to an increase in our sustainability rates by 4% • Completed the £3.96m housing development at Bellsmyre providing 36 new homes • Implemented our Homeless Strategy 2013-16 with a focus on prevention, housing support and tenancy sustainment, housing options and a commitment to partnership working which supported over 1,600 vulnerable people last year • Achieved silver rating from the Tenant Participation Advisory Service • The design, procurement and management delivery of Alexandria Mitchell Way Town Centre Upgrade to a total value of £714,982 • Supported an ambitious plan for the delivery of the 98 acre Queens Quay site in partnership with Clydeside Regeneration which will deliver just over 1000 new homes • Managed the delivery of framework contracts worth £11.172m relative to high rise cladding, low rise insulated render cladding, central heating and lift installations improving 1,100 homes • Construction of the A814/Castle Street link road improving connectivity and accessibility into Dumbarton Town Centre • Successful delivery of £3.5m Knowle Burn Flood Prevention Scheme which will protect 55 homes • Completed drainage infrastructure works at Moss o Balloch Events Arena • Secured funding from Street Lighting Energy Efficiency to renew 17,000 lamps leading to a 55% reduction in power costs • Secured a stage one pass from Heritage Lottery Fund for a restoration project at Levensgrove Park with an expected value of £3.7m • Delivered 2 new sports pavilions at Dumbarton Common and Singers Park with a value of £400,000

WDC Priority identified for 2014/15	Key Achievements
	<ul style="list-style-type: none"> • Secured funds of £150,000 from Sportscotland to provide new 3G pitch at East End Park • Completed works on the new Dumbarton Cemetery on schedule and £50,000 under budget • Investment of over £2.2m in replacing 94 fleet vehicles which had reached the end of their serviceable lives thus improving working conditions for employees and reducing costs and emissions
Improve the wellbeing of communities and protect the welfare of vulnerable people	<ul style="list-style-type: none"> • Brought the £22m Clydebank Leisure Centre to construction start and on target for opening in January 2017 • Introduced free school meals to all Primary 1-3 pupils in West Dunbartonshire
Improve life chances for children and young people	<ul style="list-style-type: none"> • Designed the new Bellsmyre co-location Primary School Campus • Procured and managed newly installed heating systems at Dalreoch Primary School and Clydemuir Primary School at a cost of £634,701 which will save the Council £17,000 per annum • Managed the delivery of Dumbarton Academy School with a value of £15.5m • Secured Scottish Government/European funding of £933,452 for the Youth Employment Scotland programme • Delivered new play areas at: Faifley Knowles, Breval Crescent, West Thomson Street alongside an upgrade at Milton

Housing, Environmental and Economic Development Strategic Plan – Performance Indicators

- 4.3** During the development of the Strategic Plan 2014-17, the Executive Director and Heads of Service identified the major issues for the department going forward. To address these issues 30 key performance indicators were developed inclusive of indicators from the WDC Strategic Plan 2012-17, Local Government Benchmarking Framework indicators (SPI 1/2/3) relevant to the department and local performance indicators identified by the Senior Management Team.
- 4.4** Of the 30 indicators, 8 met or exceeded the target and 7 just missed the target. 3 indicators have significantly missed their target. It has not been possible to assess the performance of 12 indicators at this present time as end of year data is not available.

	Performance of PI's
Met or Exceed Target 	8
Just missed Target 	7
Missed target 	3
Unable to calculate 	12
Total	30

4.5 The 8 PI's which met their target are:-

- Number of new build social housing for rent
- The number of incidences of homelessness in West Dunbartonshire is reduced – presentations
- Percentage of council houses that are energy efficient
- Percentage of council buildings in which all public areas are suitable for and accessible to disabled people
- Proportion of operational buildings that are suitable for their current use
- Proportion of internal floor area of operational buildings in satisfactory condition
- Percentage of council dwellings that meet the Scottish Housing Quality Standard
- Total annual rent loss due to voids expressed as a percentage of the total amount of rent due in the year

4.6 The 7 PIs which just missed their target are:-

- Number of businesses given advice and assistance to start up through Business Gateway
- Percentage of people aged 16-64 years in employment
- Tenancy sustainment levels in West Dunbartonshire are increased
- Overall percentage of road network that should be considered for maintenance treatment
- Number of attendances per 1,000 population for indoor sports and leisure facilities
- % of HEED employees who have a PDP in place
- % of total household waste that is recycled

4.7 The 3 PIs which missed their target are:-

- Investment in major regeneration sites in West Dunbartonshire (due to timing of projects coming on stream)
- Total FTE days lost by FTE employees
- No. of complaints for HEED services. It should be noted however, that fewer complaints were upheld in comparison to the previous year. The number of complaints overall is low when compared to the number of actual interactions per year.

4.8 While 6 PI's just missed their target, it is worth noting the performance of these 6 indicators was within 15% of the target value. In addition, 4 of the indicators have shown an improvement on last year's performance. Those indicators which have shown an improvement are:-

- Overall percentage of road network that should be considered for maintenance treatment
- Number of attendances per 1,000 population for indoor sports and leisure facilities
- Percentage of HEED employees who have a PDP in place
- % of total household waste that is recycled

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

Indicator	When data will be available	How will it be reported
3 year survival rate (%) of new business starts	The figure for 2014/15 will be available December 2015.	Mid year report
Percentage of HEED's employees who express satisfaction with the Council as a place of work	Performance for this indicator is measured every 2 years through the employee survey; next survey is scheduled for September 2015.	End of year report 2015
Tonnage of carbon dioxide emissions from Council operations and assets	The figure for 2014/15 is not available until the 30th of July 2015, this is to allow for the collation and validation data including energy bills which are billed quarterly and waste data.	Mid year report
Energy consumption value per m2 (gas, electricity, oil, solid fuel) per kwh		Mid year report
% of General Services budget spent against profile	Final figure for this financial indicator will not be available until the end of May 2015	Mid year report
% of General Services capital budget spent against profile	Final figures for this financial indicator will not be available until the end of May 2015 but a verbal update will be provided at Committee on 17 th June 2015	Mid year report
% HRA budget spent against profile (expenditure)		Mid year report
% of HRA capital budget spent against profile		Mid year report
Road cost per kilometre	The audited gross cost of road maintenance/ km. value will be available by August 2015.	Mid year report

Indicator	When data will be available	How will it be reported
Net cost of refuse collection per premise	Outturn for 14/15 expected week ending 26th June 2015	Mid year report
Net cost of refuse disposal per premise	Outturn for 14/15 expected week ending 26th June 2015	Mid year report
% of adults satisfied with parks and open spaces	Results from the 2014 Scottish Household Survey (which is the source of this indicator) will be published in August 2015	Mid year report

5. People Implications

5.1 There are no people implications relating to this report.

6. Financial Implications

6.1 There are no financial issues relating to this report.

7. Risk Analysis

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

8. Equalities Impact Assessment (EIA)

8.1 An equalities impact assessment is not appropriate as this report is a performance review of the Housing, Environmental and Economic Development Departmental Plan. However, it is assumed that in developing the Departmental Plan, individual contributors considered the impact of their action plans on equalities groups.

9. Consultation

9.1 No consultation has been undertaken for this report.

10. Strategic Assessment

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

Richard Cairns

Executive Director of Infrastructure and Regeneration

Date: 17th June 2015

Person to Contact: Emma MacPherson
Strategy and Improvement Co-ordinator
Council Offices, Garshake Road, Dumbarton G82 3PU
Tel: 01389 737701
E-mail: emma.macpherson@west-dunbarton.gov.uk

Appendix: Appendix 1: Progress Report of Housing, Environmental and
Economic Development Departmental Plan 2014/17

Background Papers: Housing, Environmental and Economic Development
Departmental Plan 2014/17

Performance Management Framework

Wards Affected: All

Dashboard of Indicators

HEED Strategic Plan (End of Year Performance Report 2014/15)




Generated on: 19 May 2015






Icon	Name
	1 Social Mission





Icon	Name
	Improve economic growth and employability







Performance Indicator	Q4 2013 /14	Q1 2014 /15	Q2 2014 /15	Q3 2014 /15	Q4 2014/15						2014/15						2015 /16	2016 /17	2017 /18	Assigned To
	Value	Value	Value	Value	Value	Target	Status	Long Trend	Short Trend	Note	Value	Target	Status	Long Trend	Short Trend	Note	Target	Target	Target	
Number of businesses given advice and assistance to start up through Business Gateway	Data is only reported annually				Data is only reported annually						216	250				216 start-up businesses were supported through Business Gateway during 2014/2015. A shift towards supporting growing businesses which are more likely to create sustainable jobs and the general market difficulties has contributed to the reduction in firms assisted compared to	200	200	200	Gillian Scholes







	Q4 2013 /14	Q1 2014 /15	Q2 2014 /15	Q3 2014 /15	Q4 2014/15						2014/15						2015 /16	2016 /17	2017 /18	Assigned To
Performance Indicator	Value	Value	Value	Value	Value	Target	Status	Long Trend	Short Trend	Note	Value	Target	Status	Long Trend	Short Trend	Note	Target	Target	Target	
																target. This target has been revised down to 200 in the future to allow resources to be focussed on existing firms.				
Investment in major regeneration sites in WD	Data is only reported annually				Data is only reported annually						£31,812,240.00	£50,000,000.00				The figure for investment in 2014/15 is an estimate of £32m. This figure is mainly comprised of public sector investment. The spend is low compared to what was originally anticipated as the target assumed, progress on site at Queens Quay, sites at Dumbarton waterfront, housing (Kippen Dairy) in Alexandria and Mitchell Way redevelopment. A significant amount of development	£55,000,000.00	£30,000,000.00	£30,000,000.00	Marnie Ritchie




	Q4 2013 /14	Q1 2014 /15	Q2 2014 /15	Q3 2014 /15	Q4 2014/15						2014/15						2015 /16	2016 /17	2017 /18	Assigned To
Performance Indicator	Value	Value	Value	Value	Value	Target	Status	Long Trend	Short Trend	Note	Value	Target	Status	Long Trend	Short Trend	Note	Target	Target	Target	
																work is currently being progressed which will see substantial development and investment taking place over the forthcoming years at Queens Quay, Exxon, Dumbarton and Alexandria town centre.				
3 year survival rate (%) of new business starts	Data is only reported annually				Data is only reported annually							62.5 %	?	?	?	59.5% of the businesses started in 2010 have survived until 2013. The figure for 2014/15 will be available December 2015. The integration of Business Gateway with other Council services will assist in achieving this target in future.	64%	65%	66%	Gillian Scholes

	Q4 2013 /14	Q1 2014 /15	Q2 2014 /15	Q3 2014 /15	Q4 2014/15						2014/15						2015 /16	2016 /17	2017 /18	Assigned To
Performance Indicator	Value	Value	Value	Value	Value	Target	Status	Long Trend	Short Trend	Note	Value	Target	Status	Long Trend	Short Trend	Note	Target	Target	Target	
Percentage of all people aged 16-64 years in employment	Data is only reported annually				Data is only reported annually						67.2 %	68%				The employment rate for period Jan 14- Dec 14 obtained from NOMS is 67.2%. Significant effort has been made in Youth Employment with 366 young people supported into employment, and a range of other interventions to support employment are in place, however despite slight improvements from previous years the employment level remains stubbornly low compared to the Scottish rate of 72.6%	69%	70%	70%	Michael McGuinness

Icon		Name																		
		Improve local housing and environmentally sustainable infrastructure																		
Performance Indicator	Q4 2013 /14	Q1 2014 /15	Q2 2014 /15	Q3 2014 /15	Q4 2014/15						2014/15						2015 /16	2016 /17	2017 /18	Assigned To
	Value	Value	Value	Value	Value	Target	Status	Long Trend	Short Trend	Note	Value	Target	Status	Long Trend	Short Trend	Note	Target	Target	Target	
Number of new build social housing for rent	Data is only reported annually				Data is only reported annually						102	70				Target achieved-102 new build social houses have been developed in West Dunbartonshire in 14/15 comfortably meeting target and addressing the shortfall in development in the previous year. Detailed plans are in place to meet this target through the lifetime of the Strategic Housing Investment Plan. The agreement with our Strategic Housing Partner should allow us to exceed this target in future years.	70	70	70	John Kerr 2


	Q4 2013 /14	Q1 2014 /15	Q2 2014 /15	Q3 2014 /15	Q4 2014/15						2014/15						2015 /16	2016 /17	2017 /18	
Performance Indicator	Valu e	Valu e	Valu e	Valu e	Valu e	Targ et	Stat us	Long Tren d	Shor t Tren d	Note	Valu e	Targ et	Stat us	Long Tren d	Shor t Tren d	Note	Targ et	Targ et	Targ et	Assigned To
The number of incidences of homelessness in West Dunbartonshire is reduced - presentations	392	330	348	292	280	338				Target met.	1,250	1,282				Target met.	1,218	1,157	1,099	John Kerr 2
	Target met in 3 out of 4 quarters resulting in our annual target being met.									The review of the Homelessness Service has been approved and will help deliver the aims of the Homelessness Strategy and deliver a more preventative focus to combat homelessness. This should result in reduced numbers of homeless households across West Dunbartonshire and this will be reflected in more challenging targets with respect to homelessness.						Our strategic and operational approach to tackling homelessness continues to deliver positive results in reducing the number of incidences of homeless in West Dunbartonshire. We will continue to improve our approach and the restructure of our homelessness service which will be embedded in 15/16 is aimed at providing a more preventative approach and further reducing the levels of homelessness within the Council area.				







	Q4 2013 /14	Q1 2014 /15	Q2 2014 /15	Q3 2014 /15	Q4 2014/15						2014/15						2015 /16	2016 /17	2017 /18	
Performance Indicator	Value	Value	Value	Value	Value	Target	Status	Long Trend	Short Trend	Note	Value	Target	Status	Long Trend	Short Trend	Note	Target	Target	Target	Assigned To
Tenancy Sustainment levels in West Dunbartonshire are increased	88%	85%	88%	91%	85%	89%				Data for this indicator will be available on 15th May 2015	87.3 %	89%				Performance in 2014/15 improved for the 4th year in succession however we narrowly failed to meet the annual target set. A number of initiatives were introduced throughout the year aimed at improving performance, including carrying out more new tenant visits and increasing support for tenants facing difficulties but wishing to remain in their homes. Further actions have been included in our 2015/16 service planning and it is hoped that performance will continue to improve	90%	90%	90%	John Kerr 2

	Q4 2013 /14	Q1 2014 /15	Q2 2014 /15	Q3 2014 /15	Q4 2014/15						2014/15						2015 /16	2016 /17	2017 /18	Assigned To
Performance Indicator	Value	Value	Value	Value	Value	Target	Status	Long Trend	Short Trend	Note	Value	Target	Status	Long Trend	Short Trend	Note	Target	Target	Target	
RL1v: Overall percentage of road network that should be considered for maintenance treatment	Data is only reported annually				Data is only reported annually						35%	33%				The 2014/15 un audited figure based on the two year conditioning value has been confirmed as 35%. Final audited figure will not be available until end of June 2015. The overall percentage of road network that should be considered for maintenance treatment remains static, the previous figure being 34.6%. This highlights the need to ensure adequate funding for road maintenance as the condition of the road network has been maintained at a steady state condition following additional £1m. funding support in 2014/15.	35%	35%	35%	Jack McAulay

	Q4 2013 /14	Q1 2014 /15	Q2 2014 /15	Q3 2014 /15	Q4 2014/15						2014/15						2015 /16	2016 /17	2017 /18	Assigned To
Performance Indicator	Value	Value	Value	Value	Value	Target	Status	Long Trend	Short Trend	Note	Value	Target	Status	Long Trend	Short Trend	Note	Target	Target	Target	
																Future capital funding has an allocated £1m. additional funds for road reconstruction. This will ensure that this figure will continue to remain static.				
Percentage of council houses that are energy efficient %	Data is only reported annually				Data is only reported annually						100 %	100 %	✓	↑	↑	Target met. We have made significant progress during 2014/15 to ensure that 100% of our stock is energy efficient by this measure. The Scottish Government has introduced a new Energy Efficiency Standard for Social Housing (EESH) and set a target of 2020 for landlords to ensure all stock is compliant with this standard. The Capital Investment Programme	100 %	100 %	100 %	Stephen McGonagle; Alan Young

	Q4 2013 /14	Q1 2014 /15	Q2 2014 /15	Q3 2014 /15	Q4 2014/15						2014/15						2015 /16	2016 /17	2017 /18	Assigned To
Performance Indicator	Valu e	Valu e	Valu e	Valu e	Valu e	Targ et	Stat us	Long Tren d	Shor t Tren d	Note	Valu e	Targ et	Stat us	Long Tren d	Shor t Tren d	Note	Targ et	Targ et	Targ et	
																2015/20 is designed to ensure that we meet this EESSH target date.				













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

Performance Indicator	Q4 2013 /14	Q1 2014 /15	Q2 2014 /15	Q3 2014 /15	Q4 2014/15						2014/15						2015 /16	2016 /17	2017 /18	Assigned To
	Value	Value	Value	Value	Value	Target	Status	Long Trend	Short Trend	Note	Value	Target	Status	Long Trend	Short Trend	Note	Target	Target	Target	
CC2: Number of attendances per 1,000 population for indoor sports and leisure facilities	1,482	1,272	1,122	1,138	1,433	1,544				Attendances in all three gyms were slightly lower than the same period the previous year when the newly refurbished gyms opened. Group fitness classes at the Play Drome were lower as was club usage and health suite usage. Roof leaks at the Meadow Centre resulted in some sports	4,966	4,980				The 2014/15 value of 4966 is just below the target of 4980 set for the year but higher than the previous year. Competition in the Clydebank area is affecting usage at the now ageing and less attractive Play Drome. A new membership aimed at the over 60's will be	5,179	6,275	6,853	John Anderson











	Q4 2013 /14	Q1 2014 /15	Q2 2014 /15	Q3 2014 /15	Q4 2014/15						2014/15						2015 /16	2016 /17	2017 /18	
Performance Indicator	Value	Value	Value	Value	Value	Target	Status	Long Trend	Short Trend	Note	Value	Target	Status	Long Trend	Short Trend	Note	Target	Target	Target	Assigned To
										hall cancellations. A new membership aimed at the over 60’s will be launched on 1 April which will give discounted access to the health suite and swimming pool. The membership for 16 to 19 year olds will now allow access to group fitness classes.						launched on 1 April which will give discounted access to the health suite and swimming pool. The membership for 16 to 19 year olds will now allow access to group fitness classes.				




Icon	Name
	2 Organisational Capabilities







Icon	Name
	Committed and dynamic workforce

Performance Indicator	Q4 2013 /14	Q1 2014 /15	Q2 2014 /15	Q3 2014 /15	Q4 2014/15						2014/15						2015 /16	2016 /17	2017 /18	Assigned To
	Value	Value	Value	Value	Value	Target	Status	Long Trend	Short Trend	Note	Value	Target	Status	Long Trend	Short Trend	Note	Target	Target	Target	
% HEED's employees who have a PDP in place	98%	45%	83%	98%	98%	100%				98% of HEEDs employees have a PDP in place. The remaining employees who do not have a PDP in place are on long term sickness absence.	98%	100%				In 2014-15 we achieved a 98% roll out of PDP's within the Directorate. Unfortunately we were unable to reach our target of 100% as the remaining 2% of employees who do not have a PDP in place are on long term sickness absence.	100%	100%	100%	Anne Marie Cosh
Total FTE Days lost by FTE Employees	3.51	3.22	2.7	3.16	3.56	2.5				HEED did not achieve target for days lost per employee. SMT will continue to monitor absence on a monthly basis. Director and Heads of Service meeting with irregular attenders to	12.62	9				In 2014/15 HEED has recorded an increase of 1.1% compared to previous year therefore did not achieve target of 9 days lost per employee. SMT will continue to monitor absence on a monthly	8	7	6	Anne Marie Cosh













	Q4 2013 /14	Q1 2014 /15	Q2 2014 /15	Q3 2014 /15	Q4 2014/15						2014/15						2015 /16	2016 /17	2017 /18	
Performance Indicator	Value	Value	Value	Value	Value	Target	Status	Long Trend	Short Trend	Note	Value	Target	Status	Long Trend	Short Trend	Note	Target	Target	Target	Assigned To
										discuss need for improvement in attendance and working in partnership with TUs to implement strategies to achieve target.						basis. Director and Heads of Service meeting with irregular attenders to discuss need for improvement in attendance and working in partnership with TUs to implement strategies to achieve target.				
% of HEED's employees who express satisfaction with the Council as a place of work	Data is only reported annually				Data is only reported annually						N/A	80%	?	?	?	Performance for this indicator is measured every 2 years through the employee survey; next survey is scheduled for September 2015.	82%	84%	86%	Anne Marie Cosh

Icon	Name																			
	Fit for purpose estate and facilities																			
Performance Indicator	Q4 2013 /14	Q1 2014 /15	Q2 2014 /15	Q3 2014 /15	Q4 2014/15						2014/15						2015 /16	2016 /17	2017 /18	Assigned To
	Value	Value	Value	Value	Value	Target	Status	Long Trend	Short Trend	Note	Value	Target	Status	Long Trend	Short Trend	Note	Target	Target	Target	
CM4c: Percentage of council buildings in which all public areas are suitable for and accessible to disabled people	Data is only reported annually				Data is only reported annually						55%	53%				The closing of poorly performing inaccessible buildings has resulted in the 2014/15 target of 53% being exceeded by 2 percentage points.	57%	58%	59%	Stuart Gibson
Tonnage of carbon dioxide emissions from Council operations and assets	Data is only reported annually				Data is only reported annually							32,096				The figure for 2014/15 is not available until the 30th of July 2015, this is to allow for the collation and validation data including energy bills which are billed quarterly and waste data.	31,476	28,385	27,891	Amy Brown
Proportion of operational buildings that are suitable for their current use %	Data is only reported annually				Data is only reported annually						88.6 %	88%				The 2014/15 outcome of 88.6% exceeded the 88% target set for the year. The office rationalisation programme has helped to achieve	85%	86%	87%	Stuart Gibson

	Q4 2013 /14	Q1 2014 /15	Q2 2014 /15	Q3 2014 /15	Q4 2014/15						2014/15						2015 /16	2016 /17	2017 /18	Assigned To
Performance Indicator	Value	Value	Value	Value	Value	Target	Status	Long Trend	Short Trend	Note	Value	Target	Status	Long Trend	Short Trend	Note	Target	Target	Target	
																this result in addition to the partial closure of Rosebery in Clydebank and the replacement with Aurora House.				
Proportion of internal floor area of operational buildings in satisfactory condition %	Data is only reported annually				Data is only reported annually						61.7 %	56%				The Final phase of condition surveys has been completed along with a targeted programme of capital expenditure on building upgrades improvements. This has resulted in the 2014/15 outcome of 61.7% exceeding the target of 56% set for the year.	61%	65%	68%	Stuart Gibson

	Q4 2013 /14	Q1 2014 /15	Q2 2014 /15	Q3 2014 /15	Q4 2014/15						2014/15						2015 /16	2016 /17	2017 /18	
Performance Indicator	Valu e	Valu e	Valu e	Valu e	Valu e	Targ et	Stat us	Long Tren d	Shor t Tren d	Note	Valu e	Targ et	Stat us	Long Tren d	Shor t Tren d	Note	Targ et	Targ et	Targ et	Assigned To
% of total household waste that is recycled	35.56%	49.7%	50.33%	44.59%	43.06%	52%				Draft figure prepared by Waste Services staff from data returns from our waste reprocessing contractors. All waste data is submitted to SEPA for inputting to the national Waste Data Flow system. The annual performance is audited by SEPA and published 5/6 months following the end of the relevant financial year.	46.23%	52%				52 % is a notional target - The Scottish governments target is 60% recycling (incl. composting) by 2020. No targets have been set for the years up to 2020. This is draft figure prepared by Waste Services staff from data returns from our waste reprocessing contractors. All waste data is submitted to SEPA for inputting to the national Waste Data Flow system. The annual performance is audited by SEPA and published 5/6 months following the end of the relevant financial year. The most recent information published by the	53%	55%	55%	Rodney Thornton

	Q4 2013 /14	Q1 2014 /15	Q2 2014 /15	Q3 2014 /15	Q4 2014/15						2014/15						2015 /16	2016 /17	2017 /18	Assigned To
Performance Indicator	Value	Value	Value	Value	Value	Target	Status	Long Trend	Short Trend	Note	Value	Target	Status	Long Trend	Short Trend	Note	Target	Target	Target	
																Improvement Service (covering 2013/14) showed that the Council was ranked 16th with a recycling performance of 44% against a Scottish average of 42%				
% of council dwellings that meet the Scottish Housing Quality Standard	Data is only reported annually				Data is only reported annually						100 %	100 %	✓	↑	↑	Target met. We have made significant progress during 2014/15 to ensure that 100% of our eligible stock is SHQS compliant. The Capital Investment Programme 2015/20 is designed to ensure 100% compliance is maintained and also that 100% of our stock becomes compliant with the new EESH energy efficiency standard by the 2020 target date.	100 %	100 %	100 %	Stephen McGonagle; Alan Young

Icon	Name																			
	Strong financial governance and sustainable budget management																			
Performance Indicator	Q4 2013 /14	Q1 2014 /15	Q2 2014 /15	Q3 2014 /15	Q4 2014/15						2014/15						2015 /16	2016 /17	2017 /18	Assigned To
	Value	Value	Value	Value	Value	Target	Status	Long Trend	Short Trend	Note	Value	Target	Status	Long Trend	Short Trend	Note	Target	Target	Target	
Energy Consumption value per m2 (gas, electricity, oil, solid fuel) per kwh	Data is only reported annually				Data is only reported annually							206				The figure for 2014/15 is not available until the 30th of July 2015. this is to allow for the collation of some energy bills which are billed quarterly and not received until May.	202	199	196	John Mckenna
% of General Service Budget Spent against profile	95.48%	18.88%	46.88%	72.88%						Final figure for this financial indicator will not be available until the end of May 2015		100%				Final figure for this financial indicator will not be available until the end of May 2015. Will be updated verbally at committee.	100%	100%	100%	Joe Reilly
% of General Services Capital Budget spent against profile	84.34%	9%	22.06%	41.5%						Final figure for this financial indicator will not be available until the end of May 2015		100%				Final figure for this financial indicator will not be available until the end of May 2015. Will be updated verbally at committee.	100%	100%	100%	Jennifer Ogilvie







	Q4 2013 /14	Q1 2014 /15	Q2 2014 /15	Q3 2014 /15	Q4 2014/15						2014/15						2015 /16	2016 /17	2017 /18	
Performance Indicator	Valu e	Valu e	Valu e	Valu e	Valu e	Targ et	Stat us	Long Tren d	Shor t Tren d	Note	Valu e	Targ et	Stat us	Long Tren d	Shor t Tren d	Note	Targ et	Targ et	Targ et	Assigned To
% HRA Budget Spent against profile (expenditure)	99.47%	22.2%	43.2%	68.3%				?	?	Final figure for this financial indicator will not be available until the end of May 2015		100%		?	?	Final figure for this financial indicator will not be available until the end of May 2015. Will be updated verbally at committee.	100%	100%	100%	Joe Reilly
% of HRA Capital Budget spent against profile	88.74%	10.6%	26.6%	50.2%				?	?	Final figure for this financial indicator will not be available until the end of May 2015		100%		?	?	Final figure for this financial indicator will not be available until the end of May 2015. Will be updated verbally at committee.	100%	100%	100%	Jennifer Ogilvie
HS3a: H/SSHC/CI/34 Total annual rent loss due to voids expressed as a percentage of the total amount of rent due in the year	1.4%	1.21%	1.37%	1.19%		1.3%	?	?	?	Q4 data for this indicator will be available on 15th May 2015	1.02%	1.3%	✓	↑	↑	Target met. The overall number of empty homes reduced from 521 to 390 during 2014/15 which has helped meet our annual target. This continues to be a priority area for improvement and further actions will be taken with the aim of sustaining recent improvement.	1%	1%	1%	Janice Lockhart

	Q4 2013 /14	Q1 2014 /15	Q2 2014 /15	Q3 2014 /15	Q4 2014/15						2014/15						2015 /16	2016 /17	2017 /18	
Performance Indicator	Valu e	Valu e	Valu e	Valu e	Valu e	Targ et	Stat us	Long Tren d	Shor t Tren d	Note	Valu e	Targ et	Stat us	Long Tren d	Shor t Tren d	Note	Targ et	Targ et	Targ et	Assigned To
Road cost per kilometre £	Data is only reported annually				Data is only reported annually							£12,000.00	?	?	?	The audited gross cost of road maintenance/ km. value will be available by August 2015. There will remain a significant variance in this reported figure for LRF5 when compared with our Authorities, this results from our accountancy practice of including Roads Operations costs into the Roads Services budget and then netting these out through income recovery. This significantly over states our LRF5 return. We sought Improvement Services approval to utilise net financial figures however this was not accepted. If net figures were used we would	£21,000.00	£21,000.00	£21,000.00	Jack McAulay

	Q4 2013 /14	Q1 2014 /15	Q2 2014 /15	Q3 2014 /15	Q4 2014/15						2014/15						2015 /16	2016 /17	2017 /18	Assigned To
Performance Indicator	Value	Value	Value	Value	Value	Target	Status	Long Trend	Short Trend	Note	Value	Target	Status	Long Trend	Short Trend	Note	Target	Target	Target	
																be identified as being within the average cost per kilometre within Scotland. This indicator as currently measured is of no value to the Council.				
WM1ai: Net cost of refuse collection per premise	Data is only reported annually				Data is only reported annually							£49.98	?	?	?	Outturn for 14/15 expected week ending 26th June 2015	£51.48		£54.04	Rodney Thornton
WM1bi: Net cost of refuse disposal per premise	Data is only reported annually				Data is only reported annually							£114.45	?	?	?	Additional LFT burden £212,000 assumed. Outturn for 14/15 expected week ending 26th June 2015	£119.37		£130.10	Rodney Thornton

Icon	Name
	3 Legitimacy and Support

Icon	Name
	Positive dialogue with local citizens and communities

Performance Indicator	Q4 2013 /14	Q1 2014 /15	Q2 2014 /15	Q3 2014 /15	Q4 2014/15						2014/15						2015 /16	2016 /17	2017 /18	Assigned To
	Value	Value	Value	Value	Value	Target	Status	Long Trend	Short Trend	Note	Value	Target	Status	Long Trend	Short Trend	Note	Target	Target	Target	
No. of Complaints received for HEED services	98	113	78	96	131	72				The number of complaints received within HEED during Q4 increased by 36% compared to Q3. The increase was due to an increase in complaints received within the Roads Section and Fleet and Waste Services. Of the stage 1 complaints closed within Q4, 36% were upheld, which is an improvement on the Q3 figure of 42%. The majority of complaints upheld were due to citizen expectation not	418	289				In 2014/15 HEED received 418 Corporate complaints, this was an increase of 27% compared to last year. However, there should be a certain amount of caution when comparing previous years as the process of collating complaints changed and therefore this is the first year we are able to see a more detailed return. Throughout the year a third of the complaints received were related to	398	378	358	Emma MacPherson

	Q4 2013 /14	Q1 2014 /15	Q2 2014 /15	Q3 2014 /15	Q4 2014/15						2014/15						2015 /16	2016 /17	2017 /18	Assigned To
Performance Indicator	Value	Value	Value	Value	Value	Target	Status	Long Trend	Short Trend	Note	Value	Target	Status	Long Trend	Short Trend	Note	Target	Target	Target	
										met/quality of service. Maintenance and Repairs Section received the most complaints (39) in Q4 although this figure was lower than the 42 complaints received in Q3.						Maintenance and Repairs, followed by Waste Services (19%), Roads and Lighting (15%). Of the stage one complaints completed, 44% were upheld with the main reason for complaint recorded as citizen expectation not met/quality of service. Where complaints proceeded to stage 2, less than a quarter (24%) were upheld				
% of adults satisfied with parks and open spaces	Data is only reported annually				Data is only reported annually							74%	?	?	?	Results from the 2014 Scottish Household Survey (which is the source of this indicator) will be published in August 2015	75%	76%	77%	Ian Bain

WEST DUNBARTONSHIRE COUNCIL**Report by the Executive Director of Infrastructure and Regeneration****Infrastructure Regeneration and Economic Development Committee:
17 June 2015**

**Subject: Housing, Environmental and Economic Development Strategic
Plan 2015 - 2017**

1. Purpose

- 1.1** The purpose of this report is to seek approval of the Housing, Environmental and Economic Development Strategic Plan 2015-2017, which is attached at Appendix 1.

2. Recommendations

- 2.1** The Housing, Environmental and Economic Development Strategic Plan 2015-17, sets out the key priorities and strategic performance scorecard to help deliver the corporate and departmental objectives over the coming years. It is recommended that the Committee approve the Housing, Environmental and Economic Development Departmental Plan 2015-2017.

3. Background

- 3.1** The Housing, Environmental and Economic Development Strategic Plan (Appendix 1) reflects the responsibilities and relevant contribution the department makes to the current priorities and objectives set out in the WDC Strategic Plan 2012-17.
- 3.2** The Executive Director and Heads of Service participated in reviewing the major issues for the department in 2015/16 and developed key strategic priorities for this departmental plan. Heads of Service have also led in creating both divisional and operational plans for each of their service areas which has provided an opportunity, consistent with previous years, to involve employees across the directorate in the planning process
- 3.3** The Housing, Environmental and Economic Development Strategic Plan 2015-17 covers the work of the wider directorate. However, this plan will report to two separate committees; IRED and Housing & Communities. As appropriate performance reports will be produced with relevant information from Housing and Community Safety services to the Housing & Communities Committee. All other services areas covered by the Housing Environmental and Economic Development directorate will be reported through the Infrastructure, Regeneration and Economic Development Committee.

4. Main Issues

- 4.1** The Strategic Plan 2015-17 sets out the priorities of the department over the coming years and specifically identifies the major issues that will be addressed during 2015-16. The Strategic Plan also includes corporate indicators which are the responsibility of Housing, Environmental and Economic Development.
- 4.2** The Plan presents details of some of the key achievements made by Housing, Environmental and Economic Development in 2014-15. The narrative also provides information on our priorities and how we will measure our success. There are a number of targets where the outturn performance for 2014/15 will not be known until late 2015.
- 4.3** A performance review allowed the department to identify what had been achieved in 2014-15. This review has informed the proposed work of the Department over the next year.
- 4.4** To inform and support the development of the departmental plan, a divisional plan for each area within the department has been prepared. The 3 Divisional Plans areas are:-
- Regeneration and Economic Development;
 - Neighbourhood Services; and
 - Housing and Community Safety.
- 4.5** To inform and support the development of the divisional plans, an operational plan for each service area within the department has been prepared. These include:-
- Facilities Management;
 - Roads and Transportation;
 - Fleet and Waste Services;
 - Greenspace;
 - Planning and Building Standards;
 - Corporate Asset Management;
 - Capital Investment
 - Economic Development;
 - Strategy and Improvement (directorate);
 - Maintenance and Repairs;
 - Homelessness and Allocations;
 - ASB and Estate Management; and
 - Policy, Strategy and Continuous Improvement (Housing).
- 4.6** The development of these operational plans has helped to identify areas the individual services will be required to address in 2015/16. A number of major actions identified in the operational plans also feature in the divisional plans

and will be monitored by the SMT through the performance management framework.

- 4.7** The process of performance review, strategic assessment and consideration of strategic planning within the department has facilitated the creation of clear priorities and objectives for 2015-17 with relevant actions and performance indicators to meet those objectives.
- 4.8** The progress of the plan will be monitored, managed, and reported in accordance with the performance reporting framework.

This framework sets out how departmental plans will be considered at directorate, management team, Corporate Management Team, and Elected Member levels, providing opportunities to scrutinise performance and pro-actively manage it through taking corrective action where necessary and possible.

5. People Implications

- 5.1** There are no personnel issues relating to this report.

6. Financial Implications

- 6.1** The actions set out in the HEED Strategic Plan 2015-17, reflect the activities of the department over the coming year and will be met from departmental budgets.

7. Risk Analysis

- 7.1** There is a risk that without departmental priorities being approved by Committee, the strategic and operational direction of the department will be compromised.
- 7.2** The Strategic Plan 2015-17 identifies its own risk register which in turn will assist in mitigating the risks relating to the delivery of the plan.

8. Equalities Impact Assessment (EIA)

- 8.1** No significant issues were identified in relation to equality impact of this report.

9. Consultation

- 9.1** Staff have been given an opportunity to be involved in the development of the Plan. The Executive Director, Heads of Service and staff from all HEED

Services took part in workshops during March and April 2015 to work together to identify and confirm the key strategic priorities for the Plan.

10. Strategic Assessment

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

Richard Cairns

Executive Director of Infrastructure and Regeneration

Date: 17 June 2015

Person to Contact: Emma MacPherson - Strategy & Improvement Co-ordinator, Council Offices, Garshake Road, Dumbarton, G82 3PU, telephone:01389 737701, e-mail: emma.macpherson@west-dunbartonshire.gov.uk

Appendix: Appendix 1: HEED Strategic Plan 2015-17

Background Papers: West Dunbartonshire Council Strategic Plan 2012-17
Housing, Environmental and Economic Development
Revised Performance Management Framework

Wards Affected: All

.



Housing, Environmental and Economic Development
Departmental Plan 2015-2016

Contents

Introduction by Convenor	3
Foreword by Executive Director	4
Departmental Profile.....	7
Strategic Planning Context	8
Resources	9
Performance Management and Reporting	10
Housing, Environmental and Economic Development Structure Chart	11
Appendix 1 – Workforce Plan	12
Appendix 2 - Housing, Environmental and Economic Development Risk Register	27

Introduction by Conveners

The Housing Environment and Economic Development Directorate deliver a range of essential services across a wide portfolio. In order to ensure that these are given adequate attention, the Directorate serves, and is scrutinized by, two Council Committees; The Housing and Communities Committee, and the Infrastructure, Regeneration, and Economic Development Committee. Consequently this foreword is delivered jointly by the conveners of both Committees.

The Directorate delivers a range of essential services to our communities; the delivery of our housing and community services, the maintenance of our neighbourhoods, buildings and local infrastructure, and maintenance of our public realm. It is also charged with driving forward the regeneration of West Dunbartonshire through investment in our land and assets, and in supporting our local businesses.

As with the rest of the Council, the Directorate is delivering these services in a climate of increasingly tight financial constraints, and this situation can be expected to continue for the foreseeable future.

Despite this, we have seen significant achievements in the improvement to our housing stock, in the imaginative delivery of major new regeneration projects, and in the day to day delivery of services. This progress has been possible due to the clear strategic leadership provided by the administration, and the commitment and enthusiasm of all of our staff.

We as Conveners are pleased with what has been achieved in the last 12 months. We will continue to drive the Directorate to achieve more, and we look forward with confidence to further progress and success in the coming year.

David McBride and Patrick McGlinchey

**Conveners of; Housing and Communities Committee and Infrastructure,
Regeneration and Economic Development Committee**

Date: May 2015

Foreword by Executive Director

The Housing, Environmental and Economic Development Directorate has had a year of strong performance. We have delivered significant benefits to the Council and to the people of West Dunbartonshire across our whole range of services, including housing, economic development and regeneration, community safety, roads and transportation, waste services, parks and grounds, facilities management, planning and asset management.

These services underpin the delivery of all 5 of the Council's strategic objectives and are fundamental to three in particular;

- *'Improve economic growth and employability'*
- *'Improve local housing and environmentally sustainable infrastructure'*
- *'Improve the wellbeing of communities and protect the welfare of vulnerable people'*

Our services are delivered from a range of area offices, depots and facilities across West Dunbartonshire to make them as accessible as possible to service users, and we have made real progress this year in modernising where we work and how we deliver services.

We have over 1,400 employees who deliver a range of front line services to the local community with a customer driven focus across all areas of our responsibility. As part of the Council's 'Be The Best' initiative I have been fortunate to join some of our front line teams as they carry out their work, and I have been impressed by the commitment and energy that our employees bring to their various jobs.

In addition to national recognition for the quality and improvement of some of our services, in the past year we are proud to have done even more than in previous years. Highlights of our key achievements are listed below for 2014/15.

- Achieved Scottish Housing Quality Standard Compliance for 100% of the Council's housing stock, improving over 9,461 homes
- The number of void Council properties has been reduced by 25%
- Completed the £3.96m housing development at Bellsmyre providing 36 new homes
- Achieved silver rating from the Tenant Participation Advisory Service
- Carried out the design, procurement and management delivery of Alexandria Mitchell Way Town Centre Upgrade to a total value of £714,982
- Designed, procured and managed delivery of the new Aurora House Office in Clydebank, moving 280 staff into a state of the art new building saving the Council £300,00 per year
- Designed the new Bellsmyre co-location Primary School Campus
- Secured £29m through the Glasgow and Clyde Valley City Deal to finance the regeneration of the 81 acre former Exxon Mobil site

- Delivered an ambitious masterplan for regenerating Bowling Basin
- Developed an ambitious plan for the delivery of the 98 acre Queens Quay site in partnership with Clydeside Regeneration which will deliver just over 1000 new homes
- Secured £900,000 of Regeneration Capital Grant Funding from the Scottish Government towards creation of 13,500 square feet of new workshop space at Vale of Leven Industrial Estate
- Managed the delivery of Dumbarton Academy school £1m under budget with a value of £15.5m
- Achieved success with the Jobs Growth and Investment Framework target of 1000 jobs within 1000 days, reaching the target after only 650 days. A subsequent target of 1000 jobs within 1000 days was set and as of 24th March 2015 we are again ahead of target with 887 jobs after only 405 days
- Attracted £192,643 funding through European Regional Development Fund (ERDF) to provide a mix of advisory services and grant funding to help almost 300 businesses grow and create jobs
- Secured Scottish Government/European funding of £933,452 for the Youth Employment Scotland programme
- Construction of the A814/Castle Street link road improving the connectivity and accessibility into Dumbarton Town Centre
- Successful delivery of £3.5m Knowle Burn Flood Prevention Scheme which will protect 55 homes
- Secured funding from Street Lighting Energy Efficiency to renew 17,000 lamps leading to a 55% reduction in power costs
- Delivered two new sports pavilions at Dumbarton Common and Singers Park with a value of £400,000
- Secured funds of £150k from Sportscotland (cashback to communities) to provide new 3G pitch at East End Park
- Delivered new play areas at; Faifley Knowes, Breval Crescent, West Thomson Street and upgrade Milton Play area
- Successful completion of public consultation 'charrettes' for Clydebank Town Centre and for Dumbarton Rock and Castle with over 200 people attending

The Council, like all others in Scotland, will continue to face financial challenges as demand for services grow and the impact of wider factors, such as population change and welfare reform, affect our communities. As we already have in the past year, we will continue to play a major role in helping the Council meet these challenges by implementing new and innovative ways of delivering services, reducing costs, delivering on the modernisation of facilities and very importantly securing investment for the area. New processes, the introduction of new technology and being more flexible in the way we work as well as investing in the skills of our employees will help us to build on this year's achievements.

Our priorities lie in 3 key areas which are critical to West Dunbartonshire, these are:

- The development and investment in good quality housing that meets the needs of our communities now and in the future
- Facilitating regeneration to improve the economy in West Dunbartonshire
- Delivering core services in and across our neighbourhoods that support the wellbeing of our communities

Partnership and collaboration between services and with other agencies is enormously important in making sure that we deliver for our communities and lies at the heart of our approach. We enjoy strong and active relationships with our Community Planning Partners and with the private sector which have helped to deliver some of our major achievements this year. We shall continue to work with them to deliver further positive change.

My experience of working with our staff in the past 12 months confirms my belief that we have a committed team with the expertise, imagination, and determination to deliver on our objectives.

This plan is intended for a wide audience: Elected Members, employees, key partners, businesses and our residents and customers. The department is well equipped to continue our drive for best value, and to provide innovative and quality services to all who live in, work in, and visit the West Dunbartonshire area. I look forward with confidence to grasping the opportunities and meeting the challenges that the coming year will bring.



Richard Cairns

Executive Director of Infrastructure and Regeneration

Date: May 2015

Departmental Profile

The Housing, Environmental and Economic Development is a major provider of front line services in West Dunbartonshire and comprises of a range of services that have a daily impact on the lives of every resident within the West Dunbartonshire area. The department has the collective capacity and expertise to deliver an extensive range of front line services to implement the Council's corporate initiatives and support the realisation of the Council's aspirations. We also work with other services to assist them in achieving their planned objectives and performance targets.

The department is split into three distinct divisions incorporating our frontline services and support services:-

Housing and Community Safety

- Maintenance and Repairs
- Policy, Strategy and Continuous Improvement (Housing)
- Homelessness and Allocations
- Anti Social Behaviour and Estates Management

Neighbourhood Services

- Roads and Transportation
- Fleet and Waste
- Leisure and Facilities Management
- Greenspace (including street cleansing)

Regeneration and Economic Development

- Planning and Building Services
- Economic Development
- Corporate Asset Management
- Capital Investment Team
- Strategy and Improvement (Directorate)

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

Strategic Planning Context

The department plan, priorities and objectives are set and designed to support the delivery of the Council's strategic priorities.

The Housing, Environmental and Economic Development's risk register sets out the department's key risks, with operational registers established for each service. Risks are aligned to the objectives of the department and with mitigating actions and part of the action plan.

The Public Value Balanced Scorecard underpins performance and sets out the Council's three strategic themes and underpinning priorities, which are:

Social Mission,

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

Organisational Capabilities

- Strong financial governance
- Fit-for-Purpose estate and facilities
- Innovative use of Information Technology
- Committed and dynamic workforce

Legitimacy and Support

- Constructive partnership working and joined-up service delivery
- Positive dialogue with local citizens and communities.

All of our work is informed and lead by our values which underpin the way we work they are:

- **Ambition**
- **Confidence**
- **Honesty**
- **Innovation**
- **Efficiency**
- **Vibrancy**
- **Excellence**

Resources

Learning and development

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

Workforce Planning

The workforce planning process supports the Departmental Planning process, highlights the key workforce related activities for the 2015/16 planning year and reflects the longer term strategic aims of the department.

Finance

The 2015/16 revenue budget for Housing, Environmental and Economic Development is £84,290,719, with a capital budget of £34,469,000. We will make the best use of the resources available to deliver on key priority areas and secure external funding where we can.

Division	General Services Budget 2015/16			
	Gross Revenue Expenditure	Gross Income	Net Expenditure	Capital
Neighbourhood Services	£53,505,660	£23,034,064	£30,471,596	£24,070,000
Housing and Community Safety	£25,007,277	£22,857,826	£2,149,451	
Regeneration and Economic Development	£5,777,782	£6,519,723	-£741,941	£10,399,000
Total	£84,290,719	£52,411,613	£31,879,106	£34,469,000

	Housing Revenue Account Budget 2014/15			
	Gross Revenue Expenditure	Gross Income	Net Expenditure	Capital
HRA Budget	£42,299,227	£42,299,227	£0	£29,860,000

Performance Management and Reporting

It is important that we demonstrate that we are doing what we say we will do and we do this through our progress reports to Committee. We also discuss, develop and monitor our progress at department and service management teams. This gives us many opportunities to scrutinize performance and take early action as necessary.

Department and Service Performance Assessment:

- Regular Senior Management Team meetings and Head of Service/Manager meeting to discuss performance

Governance Arrangements

- Reports to Infrastructure, Regeneration and Economic Development Committee and Housing and Community Safety Committee

Performance and Development Planning (PDP)

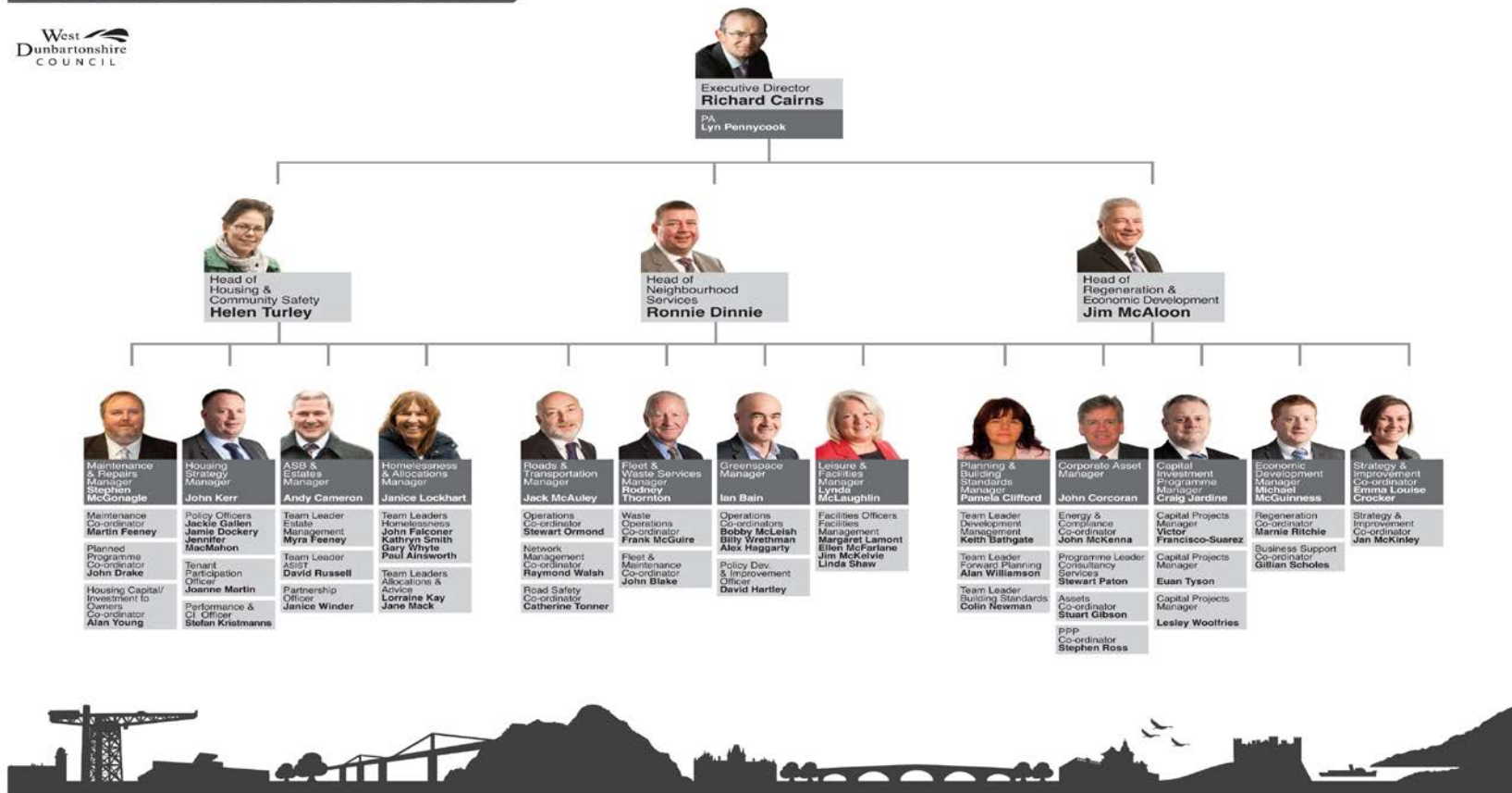
Each employee has individual targets, which are clearly linked to service, departmental and corporate plans. Performance and Development Plans are reviewed twice a year.

Public Performance Reporting

Reporting performance to external stakeholders is carried out annually through the publication of the Council's public performance report.

Housing, Environmental and Economic Development Structure Chart

HOUSING, ENVIRONMENTAL & ECONOMIC DEVELOPMENT



WORKFORCE PLAN

2015/18

1. Introduction

The HEED Strategic Plan details the benefits delivered by the Directorate to the people of West Dunbartonshire in a wide range of services in the last year and sets out how these services will contribute to the priorities of the Council in 2015/16.

HEED Directorate currently employ 1698 employees, each of whom have played a fundamental role in the Directorate meeting and exceeding the key strategic objectives of the services we provide to the people of West Dunbartonshire.

The Senior Management Team recognise and appreciate that the success of the Directorate in delivering these key priorities is due to the dedication and commitment of the staff working within the services we are responsible for delivering.

In the past year we have reviewed a number of workforce issues associated with the department's strategic plan in terms of organisational change, restructuring, resource planning, performance management and training and development.

- 98% of employees within the Directorate now have a PDP in place detailing the objectives they are expected to achieve and any development they need to achieve these objectives and realise their potential.
- A review of the Homelessness team was undertaken and a new model of service delivery and structure will be fully implemented by June 2015.
- ASB and Estate team has been restructured and a new model of service delivery implemented.
- A Capital Investment Team with additional resources was established to ensure the Council delivers the Capital Investment Programme.
- There has been an ongoing review of staffing levels within facilities management to realign people and posts due to changes in the school estate.
- The structure within Maintenance and Repairs has been reviewed following the implementation of the SHQS 2015 and a new model of service delivery will be implemented in July 2015.
- Absence levels have continued to increase and have been a major focus of attention within the departmental SMT. The SMT have agreed to develop a new approach in partnership with the trade unions to address this issue which has major resource implications.

The Service Planning Process is intrinsically linked to the Workforce Planning Process within the Directorate to ensure resource and skills which will be required to deliver our key strategic objectives are considered and planned for during the planning process.

2. Overview of Housing Environmental and Economic Development

2.1 Function and Remit

There have been a number of fundamental changes within Housing Environmental and Economic Development in the past year however the internal and external services we are responsible for providing continue to be managed within three distinct service areas; Housing and Community Safety, Neighbourhood Services and Regeneration and Economic Development under eleven core management and support units:

- ASB and Estates.
- Homelessness and Allocations.
- Maintenance and Repairs.
- Corporate Asset Management.
- Planning and Building Standards
- Regeneration and Economic Development.
- Waste and Transport
- Roads and Transportation.
- Facilities Management.
- Greenspace.
- Strategy

In addition a Capital Investment Programme Project team was established with eleven additional posts introduced for a fixed term period of 3 years to deliver the Council's 10 year Capital Plan on time and within budget.

The Directorate has responsibility for the delivery of the Council's Capital Plan and ensuring this 10 year plan is implemented. The Director chairs the Strategic Asset Management Group and this group monitor the progress of key deliverables, discuss potential problems and corrective action and ensure variances are controlled and dealt with appropriately.

In the past year, the Directorate has also continued to play a key role in contributing directly to some of the Council's major strategic priorities including, Community Planning, delivery of the Council's Asset Management Plan, and Corporate Task Groups which have been established to reduce costs and identify efficiencies by streamlining service delivery.

2.1 Organisational Structure

The Directorate currently employs 1,698 people. The key resource and establishment information for the Directorate is provided at Appendix B to this Workforce Plan.

2.2. Future Operating Model.

A Future Operating Model was developed this year to ensure the Council and our services are structured to meet the needs of the community and the financial challenges we face over the next few years.

The HEED Senior Management Team have reviewed the current structure and identified areas where there are variances to the preferred depth of the structure or span of control. These will be discussed and progressed through the Strategic Change Management Group over the next few months and will influence key decisions relating to the function and remit of departments and how they are designed to achieve efficiencies and maintain service delivery.

Our services continue to be delivered from a range of area offices, depots and facilities across West Dunbartonshire area to ensure they are as accessible as possible to service users. Services are provided in partnership and collaboration with our Community Planning Partners and other partners and agencies who support the Council's mission **"To provide highly effective services that meet the needs, expectations and aspirations of our communities"**.

The services provided by Housing, Environmental and Economic Development are diverse with some being statutory requirements of the Council and others discretionary.

Service delivery is influenced by a wide range of legislation including:

- Local Government (Scotland) Act 2003.
- The Planning etc Scotland Act 2002.
- The Housing Scotland Act 2006.

- The Schools (health promotion and nutrition) (Scotland) Bill 2007
- Housing Bill
- Land Reform (Scotland) Act 2004.
- Disability Discrimination Act 1995
- Race Relations (Amendment) Act 2000
- Environmental Assessment (Scotland) Act 2005
- Roads Scotland Act 1984
- Zero Waste (Scotland) Regulations 2012
- Flood Risk Management Legislation. 2009

The key resource and establishment information for the Department is provided in Appendix 2 to this Workforce Plan.

3 Achievements 2014/15

- 3.1** The Directorate recognises it would be impossible to achieve our key priorities without the dedication and commitment of our workforce. The contribution they have made to service delivery in each of our individual service areas is acknowledged and has been recognised not only by the number who attended the Employee Recognition Awards this year but also by external bodies including APSE.
- 3.2** The Directorate made a positive contribution to the Council's key priority of providing 1,000 jobs in 1,000 days. Last year we had 39 young people going through apprenticeships in Roads, Maintenance and Repairs, Waste, Transport, Greenspace and we also offered SVQ2 training to 50 young people in Greenspace. We also have a number of admin apprentices working throughout the Directorate in facilities management, regeneration and economic development, homelessness, ASB and Community Safety.
- 3.3** In the last year a number of operational areas have reviewed the services they provide to the people of West Dunbartonshire and some have resulted in changes to the workforce.

Housing and Community Safety completed a service review of the Anti Social Behaviour and Community Safety team to further develop the shared services agenda with Police Scotland and reconfigure services to meet changes in the external and internal business environment. This restructure generated savings of £150k. The 3 employees who were displaced were redeployed to other posts within the ASB team.

The Homelessness team undertook a restructure and introduced a new model of service delivery as a result of external changes relating to Welfare Reform and to address the resultant reduction in the level of income to fund the service. Staff have been redeployed to new posts created within the homelessness team and the new structure will be implemented in June 2015.

Maintenance and Repairs reviewed the structure of the DLO following the successful implementation of the Scottish Housing Quality Standards 2015. and the completion of the associated capital projects. The new structure will be split between revenue funded repairs and maintenance and Asset Management delivered through the HRA Capital Programme.

Greenspace have realigned service delivery to achieve targeted savings by a reduction of core staff through natural wastage and flexible retirement and are backfilling resultant vacancies with seasonal staff to meet peak demand.

The Scottish Government introduced free school meals for additional pupils which resulted in the employment of an additional 10 catering staff within facilities management.

4 Future Key Service Priorities/Issues

4.1 The key departmental objectives for 2015-2016 are detailed in the HEED Strategic Plan which can be accessed via the Council's website.

4.2 Workforce Issues.

A number of issues which have an impact on resources within the Directorate relate to the financial challenges facing all local authorities at this time and savings options which Council have opted to implement in the coming year.

Appendix C provides a summary of the key service priorities which have significant resource implications for the Directorate. It also highlights the constraints in terms of resource and skill requirement. Further, it outlines the actions which are planned or have been put in place to meet the delivery of the Directorate's key priorities. It is assumed that all developments are either cost neutral or contribute to the Directorate's saving targets.

4.3 Training and Development.

Personal Development Plans

98% of employees within the Directorate now have a PDP detailing their objectives and will discuss their performance against these objectives with their line manager on an individual basis.

Development needs to enable employees to deliver their objectives, meet the demands of their role and improve their performance were identified and enabled managers to produce operational Training Plans for each area within the Directorate.

Management Development was also identified and a number of our managers participated in the Council's Management Development programme at various levels last year.

The Directorate, Divisional and Service Operational Plans will be cascaded to all staff within the Directorate to ensure that they are aware of our key priorities and that their objectives are aligned to their team objectives for the coming year.

4.4 Be The Best

All managers within the Directorate attended and are implementing the Council's Be The Best Strategy to improve the culture and performance of our service areas

Members of the Senior Management team were nominated and have gone back to the floor to work with staff in a number of service areas to experience life at the frontline and were very impressed at the professionalism and dedication of staff working in these teams in delivering a high quality customer focused service.

The Senior Management Team have ensured staff are involved in and informed of the Strategic Priorities of the Directorate.

The Department held specific strategic plan development sessions in April 2015 attended by staff representative of the total workforce, where staff were given the opportunity to discuss performance and strategy. There were also specific strategy development sessions held with all management teams and individual service planning sessions involving all staff.

Housing Environmental and Economic Development Workforce Profile as at April 2015.

1. Headcount.

	Permanent	Fixed Term	Casual	Apprentice	Total
HEED Directorate	4	0	0	0	4
Housing & Comm Safety	425	93	0	31	549
Neighbourhood Services	959	75	0	7	1041
Regeneration & Econ Dev	92	11	0	1	104
Total	1480	179	0	39	1698

The Directorate employs just short of 1700 staff (1300 FTE) the majority of which are responsible for providing frontline services to the people of West Dunbartonshire.

1.1. Full-time Equivalent

	Permanent	Fixed Term	Casual	Apprentice	Total
HEED Directorate	4.00	0.00	0.00	0.00	4.00
Housing & Comm Safety	410.11	91.31	0.00	31.00	532.42
Neighbourhood Services	636.08	30.33	0.00	7.00	673.41
Regeneration & Econ Dev	86.99	10.62	0.00	1.00	98.61
Total	1137.18	132.26	0.00	39.00	1308.44

2. Gender Profile

Demographics - Gender

Gender	Female	Male
HEED Directorate	1	3
Housing & Comm Safety	139	410
Neighbourhood Services	552	489
Regeneration & Econ Dev	54	50
Total	746	952

44% of staff employed within Housing Environmental and Economic Development are female and 56% male.

3. Age Profile

Demographics – Age

Age	16-24	25-34	35-44	45-54	55-64	65+
HEED Directorate	0	0	0	2	2	0
Housing & Comm Safety	52	92	115	185	99	6
Neighbourhood Services	56	105	164	343	314	59
Regeneration & Econ Dev	5	17	27	28	26	1
Total	113	214	306	558	441	66

The age profile within HEED displays a number of workforce characteristics which are important in relation to our workforce planning processes.

- 4% of the HEED workforce are over 65 years.
- 26% are between 55 and 64 years of age
- 33% are between 45 and 54 years of age.
- 18% are between 35 and 44 years of age.
- 13% are between 25 and 34 years of age.
- 6% are between 18 and 24 years of age.

Only 19% of HEED staff are under 35 with the largest age band falling between 45-54 years of age.

4. Turnover.

Turnover – All Employees	Staff at 1 April 2014	Staff at 1 April 2015	Average	Leavers	Turnover %
HEED Directorate	7	4	5.5	0	0.00%
Housing & Comm Safety	541	549	545	24	4.40%
Neighbourhood Services	1067	1041	1054	108	10.25%
Regeneration & Econ Dev	97	104	100.5	12	11.94%
Total	1712	1698	1705	144	8.45%

Turnover within the Directorate in the past year was 8.45%.

42% of turnover was due to resignations.

17% was due to age retirements.

16% was due to termination of fixed term contracts.

19% was due to dismissal on capability/ill health/summary dismissal.

4% was a result of deaths in service.

Reasons for Leaving

	Death in Service	Dismissal Capability	Dismissal - End of Contract	Dismissal - Ill Health	Dismissal Summary	Dismissal - With Notice	Employee Not Started	Resignation	Age Retirement	Retirement Efficiency	Ill Health Retirement	Retiral on Option	Unused Casual		Total
HEED Directorate	0	0	0	0	0	0	0	0	0	0	0	0		0	0
Housing & Comm Safety	1	1	0	0	1	0	0	14	6	1	0	0		0	24
Neighbourhood Services	4	12	23	1	5	1	1	39	15	1	3	2		1	108
Regeneration & Econ Dev	0	0	0	0	0	0	0	8	4	0	0	0		0	12
Total	5	13	23	1	6	1	1	61	25	2	3	2		1	144

The main reasons for turnover within the directorate in the last year were:

42% Employee resignation.

19% Age/Option retirement.

16% Cessation of fixed term contracts.

16% As a consequence of ongoing health problems.

4.1 New Employees.

Staff Movement – New Start

New Start	Permanent	Fixed Term	Apprentice	Total
HEED Directorate	0	0	0	0
Housing & Comm Safety	0	15	14	29
Neighbourhood Services	47	4	3	54
Regeneration & Econ Dev	8	10	0	18
Total	55	29	17	101

The Directorate have provided 17 young people with apprenticeships during 2014-2015 and agency staff were offered fixed term contracts within Maintenance and Repairs until March 2015. These contracts have subsequently been extended due to there being an ongoing need for this additional resource to progress the HRA Capital Programme.

5. Sick Absence.

Sickness Absence (Annual Outturn)

	FTE days lost per FTE employee
HEED Directorate	0.00
Housing & Comm Safety	5,964.39
Neighbourhood Services	9,680.04
Regeneration & Econ Dev	551.16
Total	16,195.59

Sickness Absence Top 3 Reasons

	Minor Illness	Musculo-skeletal Injuries	Acute Medical Conditions
HEED Directorate	0	0	0
Housing & Comm Safety	1295	1978.5	1333
Neighbourhood Services	4011.5	3505	2714
Regeneration & Econ Dev	255	11	65
Total	5561.5	5494.5	4112

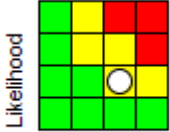



The Directorate recorded a 1.1% increase on the number of days lost due to sick absence year on year with an average of 12.62 days lost per employee against a target of 9.

The top 3 reasons for absence within the Directorate were minor illnesses (26.66%), acute medical conditions (19.71%) and MSK (26.34%).

The number of long term absences recorded has reduced by 7% year on year with a significant increase in the number of short term intermittent absences.

The Directorate will continue to monitor absence on a monthly basis and will be working in partnership with the trade unions to agree and implement strategies to improve attendance.

Appendix 2 - Housing, Environmental and Economic Development Risk Register

Risk Code & Title	Risk Description	Current Risk Matrix	Current Risk Score	Ownership Assigned To
H/Dir/01: People Management	Failure to appropriately monitor and target absence levels which can lead to reduced service delivery. Lack of training and development opportunities to ensure a high skilled workforce. Failure to implement effective and efficient operating models for new ways of working.		6	Richard Cairns; Ronnie Dinnie; Jim McAloon; Helen Turley
SR105: Failure to deliver strong financial governance and sustainable budget management	The Council fails to deliver strong financial governance through either its budgetary preparation and management processes or maintaining adequate reserves.		9	Gillian McNeilly; Stephen West
SR106: Council estate and facilities are not fit for purpose	The Council's assets and facilities are not fully fit for purpose with consequent adverse impact on our ability to deliver efficient and effective services. Included in this assessment is Council's property portfolio, housing stock, roads and lighting, fleet and open space.		6	Ronnie Dinnie; Jim McAloon; Helen Turley
SR108: Lack of strategy / plans / vision to ensure a committed and dynamic workforce	There is a risk that the Council fails to develop and implement a flexible, strategic structured approach to workforce and capacity planning.		3	Vicki Rogers

WEST DUNBARTONSHIRE COUNCIL**Report by the Executive Director of Infrastructure and Regeneration****Infrastructure, Regeneration and Economic Development Committee:
17 June 2015**

Subject: Disposal of Play Drome Site, Clydebank

1. Purpose

- 1.1** The purpose of this report is to seek authority from Committee for the Executive Director of Infrastructure and Regeneration and the Head of Legal, Democratic and Regulatory Services to remarket the site of the Play Drome following the withdrawal of Tesco from negotiations to purchase the site and property for redevelopment as a Superstore.

2. Recommendations

- 2.1** It is recommended that Committee:

- (i) Authorise the Executive Director of Infrastructure and Regeneration to market the site of the Play Drome, Clydebank for lease or sale and to receive offers on each basis;
- (ii) authorise the Executive Director of Infrastructure and Regeneration, the Head of Legal, Democratic and Regulatory Services, and the Head of Finance and Resources to conduct an appraisal of offers and bring a report with recommendations to the Infrastructure, Regeneration and Economic Development Committee at the appropriate time; and
- (iii) notes that any application for a specific land use and erection of any structures will require to be considered by the Planning Committee.

3. Background

- 3.1** On 29 April 2009, the Housing, Environment and Economic Development Committee agreed to the immediate release of a development brief for the existing Play Drome site to the market to test the level of interest and the value the market may place on the site.
- 3.2** Following the marketing of the Development Brief and subsequent evaluation of proposals, the Housing, Environment and Economic Development Committee, on 2 September 2009, delegated the authority to the Executive Director of Housing, Environmental and Economic Development and the Head of Legal and Administrative and Regulatory Services, to enter into discussions with the preferred bidder, 'Tesco' and if practicable, prepare a legal agreement.

- 3.3** Tesco formally resiled from their missives on 10 December 2013, stating that they were no longer interested and the site is now free to be remarketed. A plan showing the extent of the site to be marketed is included as Appendix 1.

4. Main Issues

- 4.1** Once the new Leisure Centre in Clydebank opens the current Play Drome site will become vacant, and procedure for the property to be declared surplus will be followed. The site is an important economic regeneration area within the wider Town Centre area of Clydebank and focus should be on harnessing a development which will enhance the thriving town centre environment.
- 4.2** Officers have undertaken a valuation exercise on the site to establish the types of use the site would be suitable for and to achieve the best value for the site. External advisors were appointed to consider the issues that were pertinent to the case and are detailed below in 4.4.
- 4.3** The advisors reported that the Superstore market has deteriorated to such an extent that there is currently no developer or operator interest in this type of development and that leisure uses such as cinema, restaurants and drive through restaurants, gymnasiums, petrol filling station, and value food shops are more appropriate uses at this time.
- 4.4** The adviser's report supported three means of disposal:
1. The outright sale of the site to a developer with the Council receiving a Capital receipt:
 2. The lease of the site to a developer on similar terms to those obtained from the current owner of Clyde Shopping Centre as a percentage of the occupational rents receivable. The report identified that this would probably not attract a capital receipt, but that there would be a revenue rental income generated. Ground leases for developments of this type require to be set for a term of a minimum of 99 years but more normally for a term of 125 years; or
 3. The lease of the site to a developer on a ground lease and geared to a market rate of an appropriate percentage of occupational rents receivable by the developer. This could achieve a capital receipt lower than in option 1 but also produce a revenue rental income over the term of the lease. A lease would be created for a term on a similar basis to option 2 above.

The options illustrated varying levels of revenue or capital receipts and these can only be fully evaluated once the full circumstances of the overall development of the site has been considered by interested developers. Therefore, on receipt of formal bids a full options appraisal would be undertaken to establish the most financially attractive method of disposal.

- 4.5** The current construction plan for the New Clydebank Leisure Facility estimates that it will be fully operational during February 2017, and the site of the Play Drome would be available for demolition after that date. The cost of demolition has not been accounted for within the replacement for the new leisure facility. It is anticipated that the cost of the demolition of the Play Drome would be funded by the successful developer.
- 4.6** A Development Brief for the site was previously produced for marketing purposes and is now in need of updating to reflect the councils current aspirations. In addition a marketing strategy would need to be developed. The costs involved in this process would be staff time and not involve external resources, however it is likely that the Council would seek external estate agency advice in procuring a developer for the site and as such appoint a selling/leasing agent to manage the marketing process. The fees for the agent would be deductible from any capital sales receipt received or from revenue in the event of a lease.

5. People Implications

- 5.1** There are no personnel issues affecting this project other than time of staff in Asset Management and Legal, Democratic and Regulatory Services in concluding the transaction.

6. Financial Implications

- 6.1** The options described above have a range of potential financial outcomes for the Council and it would be incumbent on officers to attempt to achieve the best value deal for the Council.
- 6.2** The current capital plan makes no assumption of a capital receipt from the sale of the Play Drome site and therefore any receipt could therefore assist in the funding of the existing capital plan and thereby reduce the level of prudential borrowing thus generating a revenue saving for the Council.

7. Risk Analysis

- 7.1** There is a risk that the Council fails to identify a suitable development partner and a transaction is not therefore concluded. In this event the Council would still own the site and be able to sell when market conditions were more suitable.

8. Equalities Impact Assessment (EIA)

- 8.1** An Equalities Impact Screening has been carried out. The recommended proposal is not relevant to the Public Sector Equality Duty, as there is no likely significant differential impact for any of the relevant protected groups.

9. Consultation

- 9.1** Internal consultation has been undertaken previously between officers from Estates, Legal Services, Planning and Roads in respect of the disposal of the site. In the event Committee approves this report, further consultation will be required with Legal Services.

10. Strategic Assessment

- 10.1** By agreeing to this proposal the Council will assist in the improvement to the local economic growth and employability of the area; improve life chances for children and young people.

Richard Cairns

Executive Director of Infrastructure and Regeneration

Date: 18 May 2015

Person to Contact: Stuart Gibson - Asset Co-ordinator, Garshake Road, Dumbarton, G82 3PU, telephone: 01389 737157, e-mail: stuart.gibson@west-dunbarton.gov.uk

Appendices: None

Background Papers: None

Wards Affected: Ward 6

WEST DUNBARTONSHIRE COUNCIL**Report by the Executive Director of Infrastructure and Regeneration****Infrastructure, Regeneration and Economic Development Committee:
17 June 2015**

Subject: Mitchell Way Redevelopment Site, Alexandria

1. Purpose

- 1.1** To seek authority from the Infrastructure, Regeneration and Economic Development (IRED) Committee to re-market the Mitchell Way Redevelopment site following the outcome of discussions with the preferred bidder for the site.

2. Recommendations

- 2.1** Authority is sought from Committee to:

- (i) re-market the Mitchell Way site on the terms listed in paragraphs 4.3 & 4.4 of this report;
- (ii) approve the demolition of 30 - 40 Mitchell Way;
- (iii) approve the improvement works to the area now excluded from the development site; and
- (iv) agree that funds identified from the existing General Services Local Economic Development Capital Budget 2015/16 will be used to deliver these works.

3. Background

- 3.1** At the 26 February 2014 meeting of the Housing, Environment and Economic Development Committee, Tartan Developments Ltd were identified as the preferred bidder to develop the Mitchell Way redevelopment site in Alexandria (see Appendix 1 - Site Boundary). Tartan's bid was submitted in October 2013 and consisted of a 35,000 square feet foodstore, a significant area of public realm with strong links between the development and the town centre, ancillary retail units, 18 residential units and a financial offer of £500,000. Tartan's bid was dependent on securing a third party foodstore operator.

- 3.2** Associated with the development site, the Council recently invested approximately £715,000 of capital spend to improve the remaining section of the shopping centre and to undertake works to relocate a long-term leaseholder. The improvements involved new shopfronts, signage and lighting, the removal of canopies, public art involving a local primary school and public realm improvements. Structural and maintenance works have also been undertaken to the wider centre.
- 3.3** It should also be noted that a Compulsory Purchase Order (CPO) is currently being progressed with the Scottish Government to obtain areas of land within and around the development site which are outwith the Council's ownership. This would ensure a clean development site and allow any road access issues that may emerge to be within the Council's control.

4. Main Issues

- 4.1** Following their selection, Tartan Developments advised officers of their difficulties in securing a foodstore operator due to significant changes in the foodstore market. For this reason the Council agreed to a long-stop date of 31 March 2015 with Tartan, by which time they were required to enter into a formal agreement with the Council. However, Tartan has been unable to deliver their scheme. In addition, it has not been possible to consider alternative options with Tartan due to the nature of the European procurement process within which they were selected. It is therefore necessary to go back to the market to seek a developer to take the opportunity forward.
- 4.2** The opportunity site had been marketed as an OJEU (Official Journal of the European Union) notifiable procurement tender and was therefore subject to the constraints of this route. Bidders had been asked to deliver a comprehensive redevelopment of the site which included the following pass/fail requirements:
- Delivery of a foodstore of 30,000 to 42,500 square feet gross;
 - Undertaking of infrastructure and land works;
 - Development of Housing (social rented and/or private);
 - Demolitions of all existing buildings on site;
 - Addressing the site levels throughout; and
 - Development appraisal and appropriate financial model.
- 4.3** Officers have reviewed the opportunity in light of current market conditions and the original small number of bids that had been received from developers. It is considered that a reduced development area (see Appendix 2 – Revised Site Boundary) could still deliver benefits to the town, providing additional food and commercial floorspace within the next three to four years. This would remove the burden from developers of undertaking significant infrastructure and land works including remodelling the traffic network, addressing site levels and the essential requirement for housing.

The impact of the reduction in these developer requirements are considered as follows:

- the focus would remain on a food retail with other ancillary retail commercial uses and residential. The expectation would be for a mid-range unit possibly in the region of 10,000 - 17,000 sq. ft.;
- as the traffic network and site levels are unlikely to change, it is recommended that landscape design improvements should be developed and an allocation from the Local Economic Development Budget 2016/17 be set aside to address the appearance of the area around the gyratory which would now be out with the development boundary;
- the loss of the required housing opportunity at this stage is considered to be minimal as the site does not form part of the Council's SHIP (Strategic Housing Improvement Plan) and housing is being delivered on the Kippen Dairy site within the town centre; and
- partial demolition work within the site is being considered as an early action by the Council in 2015/16. This would involve the demolition of numbers 30 - 40 Mitchell Way at a cost of approximately £100,000 (see Appendix 3 - Mitchell Way Demolitions, Phase 1). The Council would save in the region of £20,000 in rates per annum and the removal of these buildings would be a visible sign of progress for the local community. Consideration would be given to the treatment of the site following demolition. Developers would still be required to demolish the remaining two blocks taking into consideration the remaining leaseholders.

4.4 In summary, developers would be expected to deliver the following requirements:

- a Capital receipt for the site;
- retail featuring food with ancillary retail/commercial units;
- demolition of remaining property within the development boundary;
- development Appraisal and Funding Model; and
- public realm improvements.

4.5 Discussions have taken place with the Council's Procurement and Legal Teams who have recommended that the disposal could be treated as a land sale that would be below EU notifiable thresholds due to the anticipated lower value of capital receipt and infrastructure works. This process could be managed by Asset Management with support from Economic Development and could allow for a period of controlled dialogue between the Council and interested bidders prior to the submission of bids.

- 4.6** This would be a far less restricted bidding route introducing a degree of flexibility that was not available previously. Bids would still be scored in relation to 40% price / 60% quality and essential development objectives i.e. town centre regeneration, community benefits, sustainability, design solutions and deliverability. It would also remain a requirement for the developer to enter into a development lease arrangement with WDC with an option to buy upon practical completion of the development.
- 4.7** The following points provide an outline of key milestones in the proposed marketing process:
- Report to June 2015 IRED Committee to approve process of sale for revised area;
 - Press release to update the public following IRED approval in June;
 - Engage with local stakeholder groups to update them on plans & programme during June 2015;
 - Market the development site - July to October 2015;
 - Assess bids - November to December 2015;
 - Select developer - January 2016;
 - Conclude missives - June 2016;
 - Planning consultation - May 2016 - August 2016;
 - Submit a planning application - September 2016; and
 - Anticipated site start - March 2017.

5. People Implications

- 5.1** Progressing the disposal of this key town centre regeneration opportunity site will continue to require significant time and resources from Council Officers, particularly from Economic Development and Asset Management.

6. Financial Implications

- 6.1** Financial implications relating to the relocation of a long term leaseholder and securing a CPO have already been accounted for within the Local Economic Development budget in 2015/16.
- 6.2** An allocation for demolition costs of approximately £100,000 has been identified within the General Services Local Economic Development Capital Budget 2015/16.
- 6.3** The area now excluded from the new development boundary site may require some landscape improvements. A plan for this area will be developed during 2015/16. Officers will ensure this will align with the proposed development and will seek committee approval for any additional future funding requirements out with the current Local Economic Development Capital Budget.

7. Risk Analysis

7.1 A Risk Assessment has been carried out (see Appendix 4) which indicates an acceptable level of risk associated to the disposal of the Mitchell Way site.

7.2 Risk will be monitored on an ongoing basis to ensure that steps are taken wherever possible to mitigate risk levels.

8. Equalities Impact Assessment (EIA)

8.1 An Equalities Impact Assessment screening has been carried out which did not identify any significant issues. A further screening and assessment as necessary will be undertaken once a preferred bidder has been selected for the site.

9. Consultation

9.1 It is proposed that local stakeholders and community groups be advised of the proposals after the IRED committee.

10. Strategic Assessment

10.1 This report contributes to the Council's Strategic Priorities and in particular towards:

- improving economic growth and employability; and
- improving local housing and environmentally sustainable infrastructure.

Richard Cairns

Executive Director of Infrastructure and Regeneration

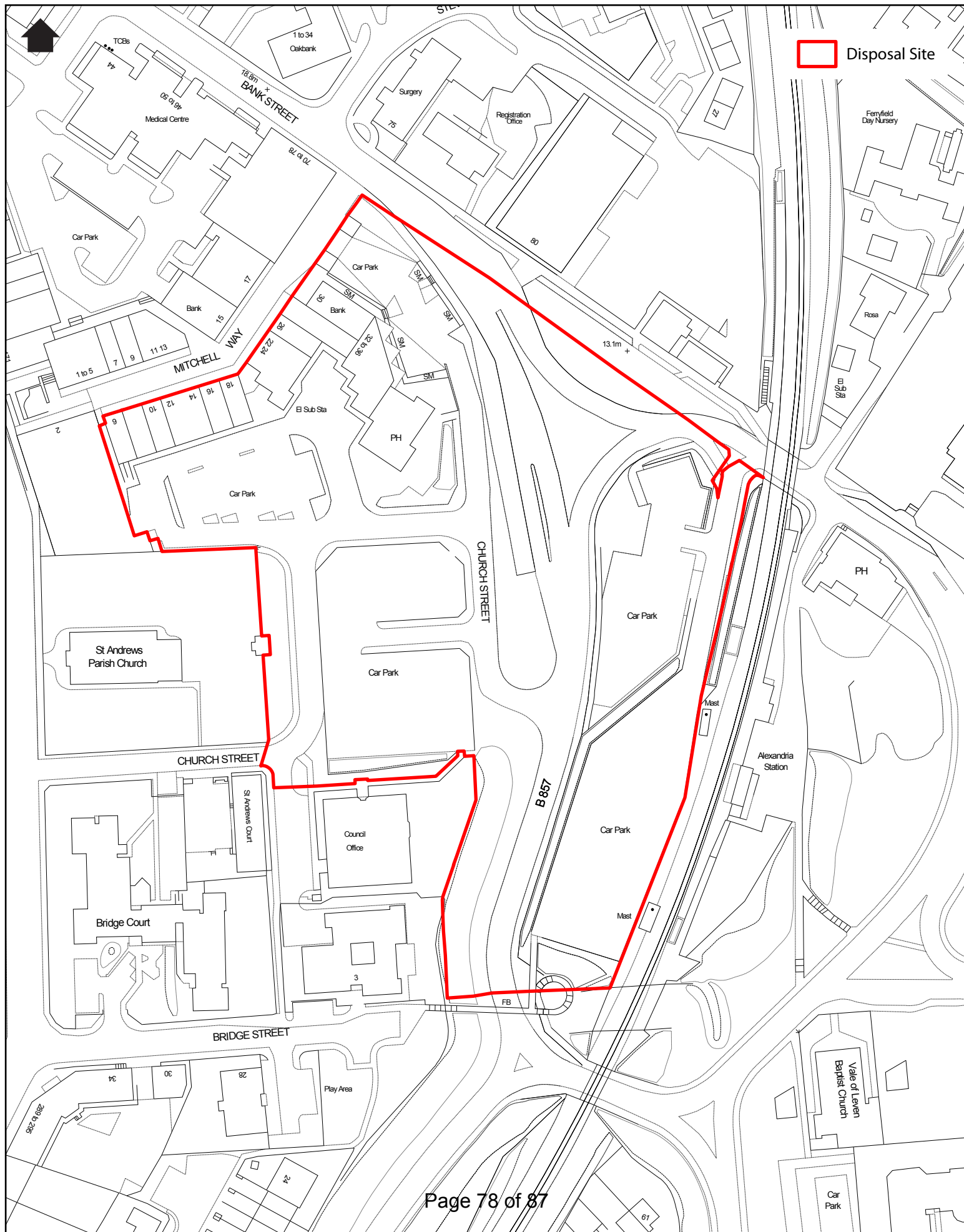
Date: 16 June 2015

Person to Contact: Michael McGuinness - Economic Development Manager,
Council Offices, Garshake Road, Dumbarton, G82 3PU,
telephone No.: 01389 737415, e-mail:
Michael.mcguinness@west-dunbarton.gov.uk

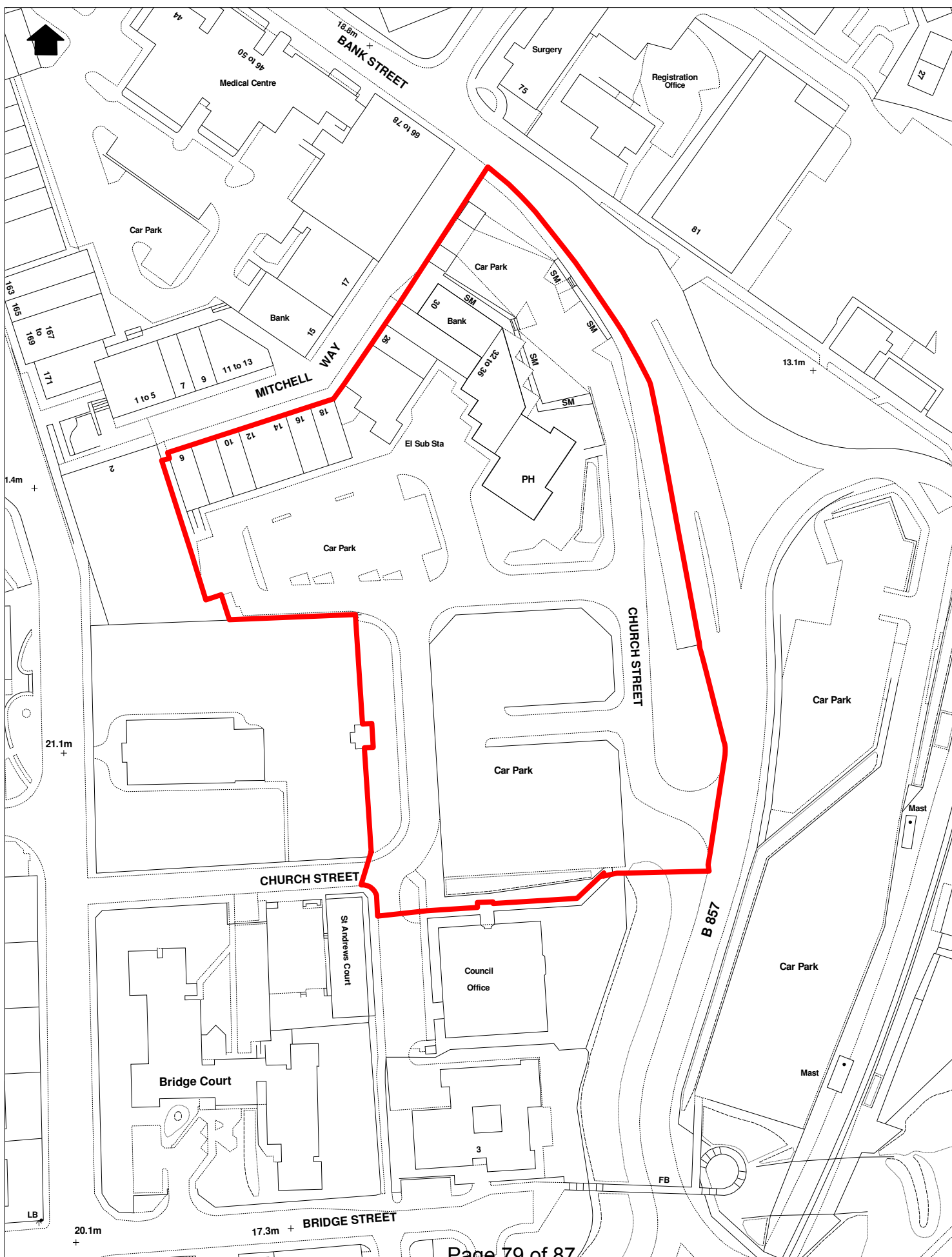
Appendices: 1 - Site Boundary
2 - Revised Site Boundary
3 - Mitchell Way Demolitions, Phase 1
4 - Risk Assessment

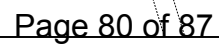
Background Papers: Report to HEED Committee of 26 February 2014 entitled
Preferred Bidder for Mitchell Way Redevelopment Site

Wards Affected: 2



Map No :
Date : 09/04/2015





Appendix 4 – Risk Assessment										
West Dunbartonshire Council Strategic and Operational Risk Assessment										
Service: Economic Development			Department : HEED		Date of Assessment : 29/4/2015					
Business Objective: Mitchell Way Redevelopment Site										
Responsible Person: Michael McGuinness					Date of Completion:					
Risk to Business Objective	Likelihood – L	Impact – I	Risk Score- RS	Risk Rating RR	Risk Control Measurers	L	I	RS	Residual RR	Outline Contingency Plan
Bidders may not be able to secure operator(s).	2	4	8	MED-IUM	Bidders will be scored higher if they can evidence committed operator(s) as part of their scheme.	2	2	4	LOW	Identify the obstacles to securing an operator and seek to address them.
Ground conditions and services within the development site could create problems in the delivery of the scheme.	2	4	8	MED-IUM	WDC will liaise with the developer to understand challenges. WDC will review at appropriate stages whether intrusive studies should be commissioned to provide certainty.	2	4	8	MED-IUM	WDC to work with developer to ensure any delays are mitigated and that preferred development layouts are achieved. WDC to consider undertaking intrusive studies.
Title issues may prevent interested parties from bidding.	2	4	8	MED-IUM	Issue wording to satisfy bidders that the Council is undertaking its best endeavours to achieve a clear title to the site.	1	4	4	LOW	Consider alternative options including re-marketing the site to exclude non WDC owned land.
Developer proposals do not meet Council expectations.	2	4	8	MED-IUM	The ITT will be worded to clearly articulate the Council’s requirements and development objectives.	1	3	3	LOW	Consider alternative options including going back out to market if necessary Use planning controls at planning application stage.
The CPO may not be granted by the Scottish Government.	2	3	6	MED-IUM	Submit a thorough CPO to the SG, addressing as many of their concerns as possible.	1	3	3	LOW	Continue the purchase of the land from the Smolletts and take out title indemnity insurance to give potential purchasers more certainty.
The preferred bidder may seek to reduce their offer price through negotiations.	2	2	4	LOW	Seek to secure missives at an early date and scrutinise any adjustments lodged by the bidder.	1	2	2	LOW	Assess whether the outcomes will outweigh the reduction in capital receipt.
The successful bidder could attempt to land bank the site.	2	2	4	LOW	The development lease will be robust, minimising the risk of this happening.	1	2	2	LOW	WDC Legal and Asset Management Sections to advise on appropriate wording.
There is no interest from the market in the development opportunity.	1	4	4	LOW	Maximise exposure of the development opportunity and ensure it is as market aligned as possible. Appoint external marketing consultants to assist with the marketing process.	1	3	3	LOW	WDC will need to consider a Plan B if the preferred disposal route is not attractive to the market. Sale of parcels of land (foodstore / retail etc) could be considered.

Any new foodstore offer will not be granted an alcohol license.	1	3	3	LOW	Advise interested parties of the Licensing Policy and how they can make their best case in support of development.	1	3	3	LOW	Investigate options and precedents that can be applied in the event of a failed application.
The access rights of commercial properties could pose a problem in the event that the operator imposes restrictions on parking.	1	2	2	LOW	Obtain legal opinion on the matter and confirm the position with the developers.	1	2	2	LOW	Serve notice on the units affected advising them of the position.

Risk Matrix					
Likelihood	4 Certain	4	8	12	16
	3 Very Likely	3	6	9	12
	2 Likely	2	4	6	8
	1 Unlikely	1	2	3	4
		1 Negligible	2 Insignificant	3 Significant	4 Critical
Impact					

Risk Score	Risk Rating
12 - 16	High
6 - 9	Medium
1 - 4	Low

WEST DUNBARTONSHIRE COUNCIL

Report by the Executive Director of Infrastructure and Regeneration

**Infrastructure, Regeneration and Economic Development Committee:
17 June 2015**

Subject: Proposed Disposal of Former Renton Nursery (EECC), Station Street, Renton

1. Purpose

- 1.1** The purpose of this report is to advise the Committee on the expressions of interest received following marketing of the former Renton Early Education and Childcare Centre (EECC) to community organisations in the Vale of Leven area. Moreover, the report aims to highlight the outcome of the option appraisal process and to seek consent for the proposed disposal of the property.

2. Recommendations

- 2.1** In April 2015, the property was marketed to community groups from the Vale of Leven area. Proposals were received from two community groups: Vale of Leven Autism and Asperger's Forum (VoLAAF) and Dawn's Dance Academy. Whilst both offers were at less than market value, an option appraisal was completed which identified VoLAAF as the preferred option.

2.2 It is recommended that:

- (i) The Executive Director of Infrastructure and Regeneration be authorised to conclude negotiations with VoLAAF in respect of a sale of the property for £25,000 by 20 July 2015 failing which, the property is re-marketed and disposed of; and
- (ii) The Head of Legal, Democratic and Regulatory Services be authorised to conclude the transaction subject to such conditions as considered appropriate. These should include satisfactory receipt of a full package of information as originally requested in the marketing letter dated 7th April 2015. Full information should be supplied by VoLAAF within a four week period following notification of their successful proposal.

3. Background

- 3.1** At the Council meeting on 29th September 2010, a motion raised in relation to the property by Councillor Bollan was approved. The motion provided that, subject to the former Renton nursery being surplus to the Council's requirements, an option appraisal be undertaken to assess the costs and benefits of transferring the building to Renton Community Development Trust

(RCDT) at a reasonable value of (a) nil consideration or (b) less than market value.

3.2 On 6th April 2011, a report by the Executive Director of Housing, Environmental and Economic Development was approved by the Committee. The Committee agreed that:

- The Estates section be instructed to contact RCDT and other community organisations in the Vale of Leven area to seek expressions of interest in the property; and
- An options appraisal should be carried out on the submissions received which should be reported back to the September 2011 Committee for consideration and approval.

At the September 2011 Committee it was agreed that the property be offered to RCDT at a purchase price of £25,000. Thereafter, negotiations were undertaken, however, a sale never concluded as RCDT were unable to finance the purchase.

3.3 At Council on 30th April 2014, a motion raised by Councillor Michelle McGinty was agreed. The motion provided that Vale of Leven Autism and Asperger's Forum (VoLAAF) be given use of the subject property for a period of one year during which they could develop business case options for either purchase or long term lease of the building.. VoLAAF took occupation of the property on 20th June 2014 for a period of one year at a rental of £1 per annum. The lease expires at 20th June 2015.

3.4 At the Infrastructure, Regeneration and Economic Development Committee held on 18th March 2015, it was noted that VoLAAF had expressed a preference at the end of the one year lease, to purchase the property.

The Committee also noted that provision within the Local Government (Scotland) Act requires that land should not be disposed of for less than the best value that can reasonably be achieved. It also noted that land can be disposed of for less than market value, so long as it complies with the Disposal of Land by Local Authorities (Scotland), which requires a full option appraisal.

The Committee noted that the property was previously under offer to Renton Community Development Trust and that any future community user would be expected to pay a similar price (£25,000). The Committee acknowledged that there could be interest from private developers or other voluntary organisations prepared to offer more.

It was recommended that a full options appraisal be carried out for the disposal of the former Renton Nursery and a report brought back to the Infrastructure, Regeneration and Economic Development Committee at 17th June 2015.

- 3.5** On 7th April 2015, details of the property were issued to a mailshot list of 105 community groups with interests in the Vale of Leven area. At the same time, groups were notified of a closing date set for 20th April 2015 and were supplied with a comprehensive list of the information that should be submitted as part of any proposal. The information required included a business plan, funding arrangements, and a declaration of the aims and objectives of the organisation etc.
- 3.6** At the closing date, two proposals were received: one from Dawn's Dance Academy and another from VoLAAF.
- 3.7** Dawn's Dance Academy proposed to lease the property at an annual rental of £6,500, with an opportunity to review and a right to buy at the end of year three. No provision was made in respect of a proposed purchase price. Dawn's Dance Academy intended to use the property as a dance school within stipulated hours and outwith those times, allow the property to be put to community use.
- 3.8** VoLAAF proposed a purchase price of £25,000. They are currently operating from the building (until 20th June 2015) offering a service which provides support to parents, carers and autistic children from the Vale of Leven and surrounding areas. They propose to continue to offer this same service.

4. Main Issues

- 4.1** In consideration of The Disposal of Land by Local Authorities (Scotland) Regulations 2010, and on the basis that the property disposal is at a purchase price less than 75% of the market value, Regulations require that there is a full audit trail including an option appraisal.
- 4.2** As both proposals were at less than market value, an option appraisal was carried out to assess the financial as well as non-financial benefits of each proposal. This was undertaken on Friday 1st May 2015 by officers from Estates, Economic Development and Regeneration, Education, Legal Services and Corporate and Community Planning.
- 4.3** The option appraisal considered the proposals under four main categories which were: Financial Assessment; Viability and Sustainability; West Dunbartonshire Council's Strategic Objectives and Statutory and Regulatory Issues.
- 4.4** Instruction to market the property at the 18th March 2015 Committee and to report back at the 17th June 2015 Committee, allowed a limited period of time for full offers to be developed by prospective bidders. This can partly explain the absence of key information in the respective of the offers.
- 4.5** As a condition of sale, VoLAAF would be required to provide a full package of information within a period of six weeks following the date at which the

property is placed under offer. This information should include a business plan and comprehensive detail concerning funding arrangements both for the purchase of the property and the longer term maintenance. Failure to provide full information will result in withdrawal of the offer.

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 Implications

- 6.1** The property is included in the councils Capital Receipts Programme and has an expected receipt of £25,000 allocated against it.

7. Risk Analysis

- 7.1** The main risk associated with the disposal of the property is that it does not conclude, that the successful bidder is prevented from completing the transaction for various reasons e.g. funding, shortage in volunteer resources, change to personnel etc.
- 7.2** A further risk is that the sale is challenged by a third party. By undertaking a clear option appraisal process and by offering the property to a wide range of community groups, this risk is to some extent reduced.
- 7.3** No risk assessment is deemed necessary.

8. Equalities Impact Assessment (EIA)

- 8.1** It is proposed that the property is disposed of at less than market value. Accordingly, an option appraisal has been undertaken. By virtue of the Equality Act 2010, an Equality Impact Assessment has been undertaken and is attached as Appendix 2.
- 8.2** An Equality Impact Assessment did not identify potential positive impacts in terms of disability and health from either bid. An action identified in the EIA, is that VoLAAP supply a suitable equalities statement as part of the required information.

9. Consultation

- 9.1** Marketing details for the property were distributed to 105 community groups within the Vale of Leven area. At the same time, a closing date was specified. As a consequence of this marketing exercise, two proposals were received.
- 9.2** No further consultation was deemed necessary.

10. Strategic Assessment

- 10.1** As part of the offer process, interested parties were required to provide detail in their submission as to how their proposed use of the property might address the Council's strategic priorities. Thereafter, the option appraisal process considered each of the five priorities and scored proposals based on the extent to which the Council priorities.

Richard Cairns

Executive Director of Infrastructure and Regeneration

Date: 18 May 2015

Person to Contact:	Joanne McDowall, Estates Surveyor, Council Offices, Garshake Road, Dumbarton, G82 3PU, T: 01389 776996, Email: joanne.mcdowall@west-dunbarton.gov.uk
Appendices:	None
Background Papers:	Background papers are retained within Estate's files including the report to the Housing, Environment and Economic Development Committee on 6 th April 2011, along with all Committee minutes.
Wards Affected:	2