



PERFORMANCE REPORT 2014–2015

Delivering in Partnership

Our Mission

To bring the best of the public and private sectors together to develop and deliver outstanding property solutions that enable our customers to deliver value for money for the public sector.

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Welcome



Bill Matthews
Chair, hub West
Scotland Board
Management
Consultant; BBC
Trustee; and Acting
Chair of the Security
Industry Authority



Thomas Glen
Chair, Territory
Partnering Board
Director of
Development and
Regeneration,
East Dunbartonshire
Council

Delivering in Partnership

In this, our third annual performance review, we report on a year of further progress for the West Territory of the Hub programme. More than ever, we can see the results of good partnership working between Participants and hub West Scotland staff – creating first-class buildings, spaces and facilities – to make a meaningful and positive contribution to our local communities.

We have started on the construction of more buildings than ever before – a very fulfilling and rewarding situation which we detail further in this report. It is tremendously positive to be making good progress and to see the high quality community infrastructure and buildings for our stakeholders being put in place.

Over the course of this year, the Board has carried out a detailed review of the hub West Scotland business model. Whilst some parts of this work have still to be completed, and there are some challenges inherent in the evolving procurement landscape, it is clear that the benefits of new ways of working are already being seen by partners and staff in improved delivery.

We continue to be grateful for the dedication of the hub West team and the support of our Participants and shareholders.

Bill Thomas Glen



hWS has achieved the Healthy Working Lives Bronze Award in 2015, which recognises commitment to encouraging a safer, healthier and more motivated workforce.



Delivering in Partnership



Debbie McNamara
Chief Executive
hub West Scotland

hub West Scotland Board Members:

John Hope, Director
Scottish Futures Trust

George Farley, Director
Wellspring Partnership

Johnny Dryburgh, Director
Wellspring Partnership

Nigel Badham, Director
Wellspring Partnership

Tony Curran, Director
NHS Greater Glasgow & Clyde

“The substantial delivery programme is benefiting from learnings which are being applied to other projects within our programme: we are producing first-class buildings, which have gained recognition Scotland-wide, are delivering excellent public facilities and also best value for the public pound.”

Thomas Glen, Director of Development & Regeneration,
East Dunbartonshire Council

Summary of the Past Year

This year we are pleased to produce a joint Annual Report with our colleagues from the Territory Partnering Board, reflecting the maturing relationship across the Partnership and sharing the successes of the year.

2014/15 has been a year during which hub West Scotland has continued to grow and mature as a business. The volume, range and nature of our project activities have expanded along with the business infrastructure and systems that are required to support this growth.

We continue to think of hWS as a business and not a ‘series of projects’ that is built on the strength of its relationships, consistent delivery and commitment to continuous improvement.

Through the operational year our key project challenges were focused around hWS’s service performance, particularly in relation to achieving the development programmes and affordability parameters.

Towards the end of 2014 the hWS Board commissioned an independent review into the service performance of the business by engaging with Participants, Shareholders, the hWS Board and Team. The Business Review Action Plan, which was presented to the Territory Partnering Board, was established across 7 key themes to inform the changes required on how we operate our business.

The hWS Board concluded that a change to the structure of the operational model would be appropriate to best position hWS as a capable, sustainable, cohesive and properly resourced development partner for Participants and, in turn, deliver the Business Plan objectives.

Amidst the sheer volume of business activity I am immensely proud of the achievements we have made, including the following highlights:

- ✓ **Financial Close on our first revenue funded projects with two Health & Care Centres commencing on-site**
- ✓ **Operation of the first Primary School delivering the National Reference Design**
- ✓ **Completion of two award-winning facilities – Johnstone Town Hall and Shields Centre**
- ✓ **Implementing flexible project delivery approaches in response to Participants**
- ✓ **Actively working with our six local authorities partners**
- ✓ **Successful Shareholder engagement through the Forum and Dinner**
- ✓ **‘Centre for Excellence’ established and active across six work streams**
- ✓ **Continual delivery of innovative Community Benefits**
- ✓ **Implementation of the Supply Chain Performance Management**
- ✓ **Six new projects secured with a Development Value of £55m**
- ✓ **Increased to working with 10 Main Contractors – the highest of the Hubcos**
- ✓ **Industry recognition by securing numerous awards with partners**
- ✓ **Developing five multi-participant projects**
- ✓ **Localising the hWS Team to Glasgow to suitable office premises**
- ✓ **Achieving Healthy Working Lives Bronze Award**
- ✓ **Supporting our annual charity – Autism Scotland.**

Looking Ahead

In the year ahead, following the conclusion of our Business Planning cycle, hWS has re-committed to becoming the 'Development Partner of Choice' by consistently demonstrating where hWS can deliver value to Participants.

The hWS Business Plan 2015–20 has been developed utilising our newly created Planning Framework which reflects the various inputs captured to inform our Business Plan.

The hWS Team have actively contributed to the development of the new Territory Development Plan which is a welcomed step forward as it provides a clear direction for the Partnership over the medium term.

In addition to delivering the level of service and value expected by our Participants we are also focused this year on securing a sustainable business that creates value for our public and private sector shareholders.

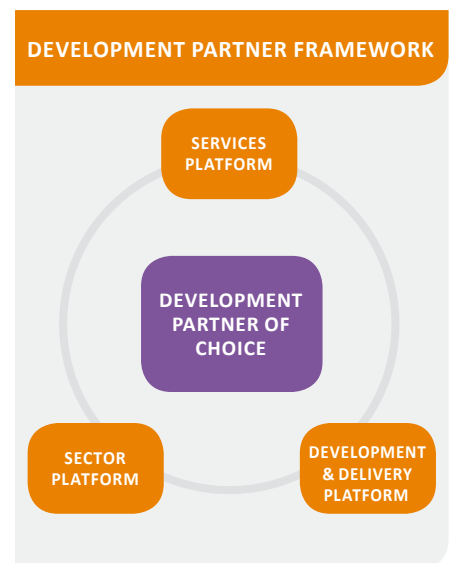
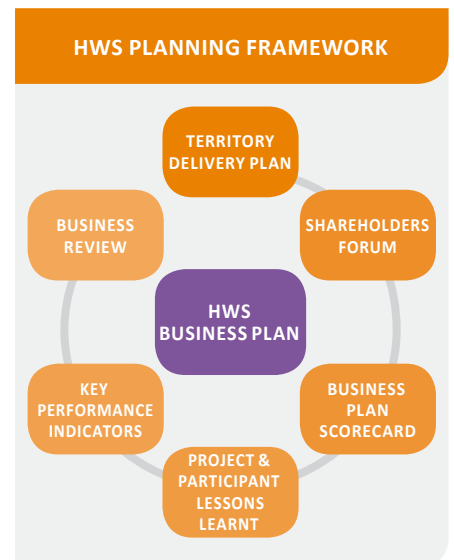
Our vision

hub West Scotland will strive to be our public sector customers' development partner of choice, to be an exciting and dynamic place to work and to be recognised across the West of Scotland as the leading provider of innovative and integrated property related services.

Linked to creating a sustainable business is the drive from partners to position hWS as a Development Partner rather than a delivery vehicle. This diversification will in turn provide Participants with access to a wider range of professional services, sector expertise and alternative development structures. Our Private Sector Development Partner, Wellspring, have given a commitment to this approach and hWS will work to leverage this private sector expertise for the benefit of our public sector partners.

2015/16 promises to be our busiest year yet. Though we have the benefit of the past 3 years of experience there are significant programme wide challenges, such as the change in European Accounting Standards, that need to be resolved to enable the revenue funded project platform to move forward positively.

I am confident that we have the right strategy, governance, team and relationships in place to manage through another successful year and continue to work with partners to grow the business.



View of Lairdsland Primary School from the marina

Territory Partnering Board



Steven Whitton
hub West Territory Programme Director

Territory Partnering Board Members:

City Of Glasgow College

Iain Marley

Clyde Gateway Developments

Alison Brown

East Dunbartonshire Council

Thomas Glen (Chair)

East Renfrewshire Council

Margaret McCrossan

Elderpark Housing Association

Shirley McKnight

Glasgow City Council

Kenny Meechan

Glasgow Housing Association

Gerry Scanlon

Glasgow School of Art

Sandi Galbraith

Inverclyde Council

Eddie Montgomery

NHS GG&C

Alex MacKenzie

Police Scotland

Alan McHardy

Renfrewshire Council

Fiona Hughes

Scottish Ambulance Service

Gerry O'Brien

Scottish Fire and Rescue

Iain Morris

West Dunbartonshire Council

Stephen West and Craig Jardine

Being appointed as Territory Programme Director in May 2014 coincided with important changes in the Territory Partnering Board and also in the development of the Participants relationship with hub West Scotland.

Julie Welsh, of Renfrewshire Council, since taking the Chair of the TPB in April 2012, had guided the Board through the early development stages of the partnership. Julie, having decided to step down, was succeeded by Thomas Glen, Director of Development and Regeneration at East Dunbartonshire Council.

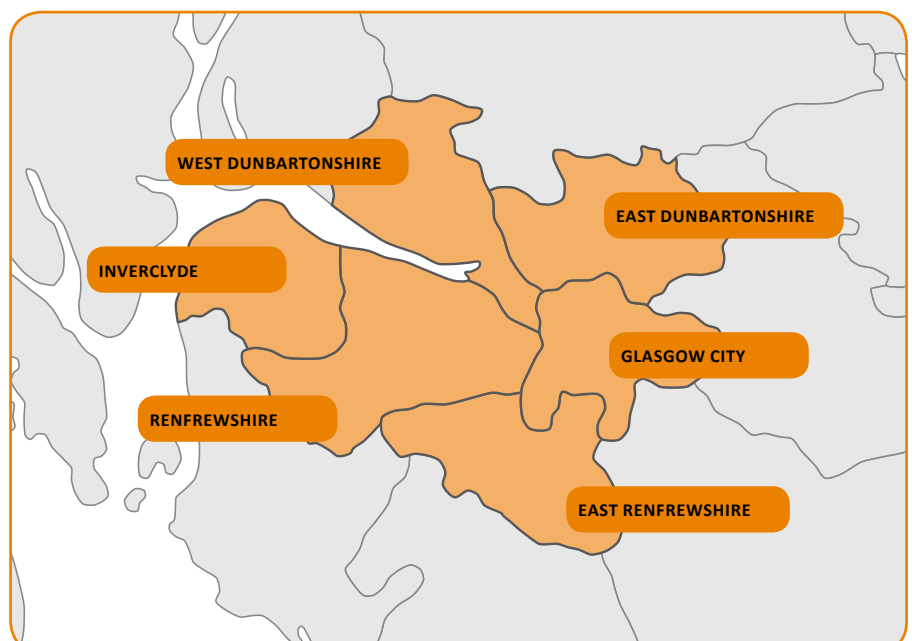
Following the recommendations of the hub National Review (The Nash Report) Thomas was appointed for an initial two-year period, giving the opportunity for the Board to put in place and deliver medium term strategies.

The focus of the Board and its individual Participant Members has evolved during the year, with emphasis shifting from developing relationships with hWS and establishing projects, to that of delivering often complex projects with their Development Partner.

The initial level of commitment of Participants has been positive, with 10 of the 15 having committed to delivering projects in Partnership with hWS. Whilst a number of Participants have at this stage qualified single

projects, a core of four Participants are progressing multiple projects and have structured their in-house teams to benefit from the hub model efficiencies.

The November Territory Development Forum began the process of formulating the Participants requirements and objectives of the partnership for the next 3-year period, these being formalised within the Territory Delivery Plan. Whilst a range of Key Requirements were developed, those with greatest importance to the Participants were identified as being the delivery of projects within budget and within programme.



Looking Ahead

The Territory Delivery Plan which spans a three year period (2015/16 – 2018/19) identifies four themes which the Board requires the Partnership to deliver.

1. Value for Money
2. Partnership
3. Process
4. Improved Performance

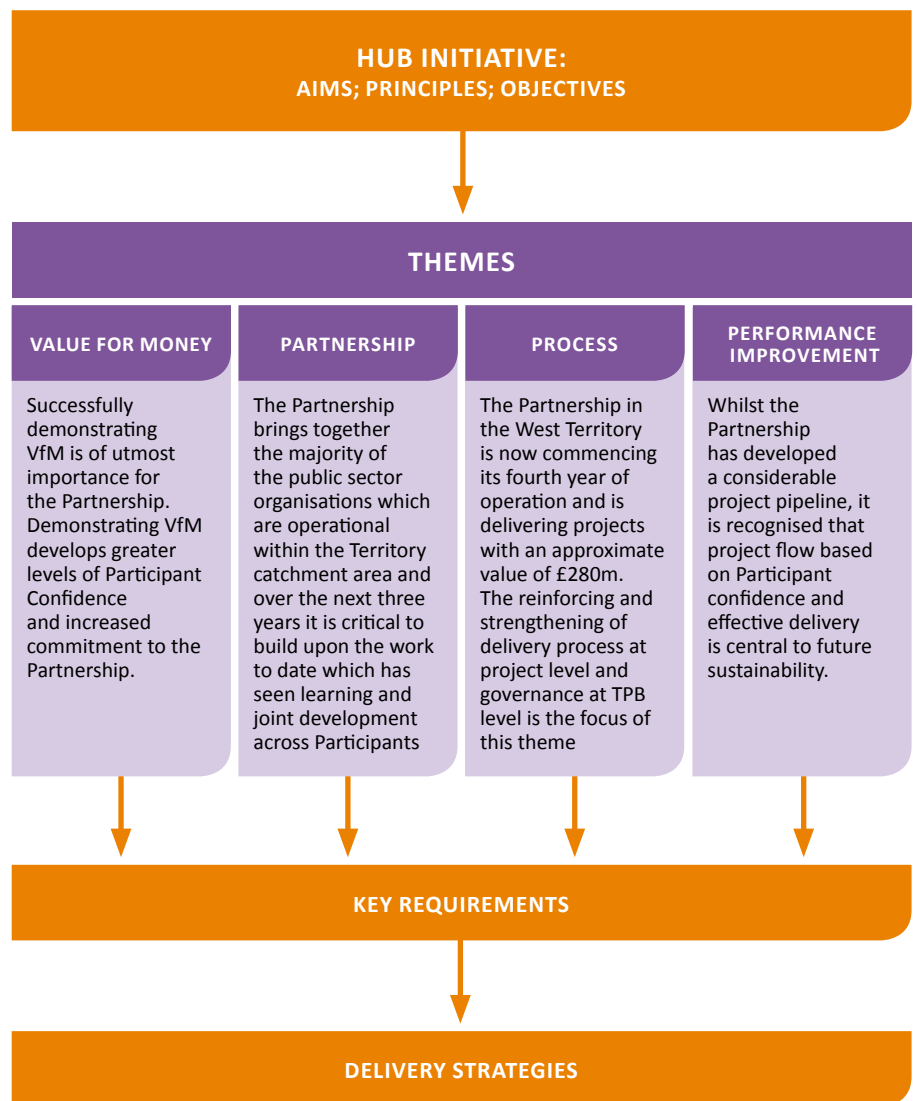
Recognising that success lies in the effectiveness of the Partnership, there are Key Requirements for all stakeholders in the journey to deliver the four themes.

The Board, by committing to the Territory Delivery Plan is focussed upon supporting hWS in delivering successfully not only in the coming year, but in the medium term.

This support, complemented by the changes which hWS has implemented since its Business Review, reflects the Partnerships' awareness of the need to anticipate and overcome the challenges associated with delivering projects through the development process effectively and efficiently.

“West Dunbartonshire Council is entrusting over £80m of its major investment programme with hub West Scotland as our main development partner and we look forward to delivering these projects successfully over the next 2 years.”

**Joyce White, Chief Executive
West Dunbartonshire Council**



Paul Dodd, Scottish Futures Trust; Steve Whitton, West Territory Programme Director; and Thomas Glen, Chair of the Territory Partnering Board at the Territory Development Forum.



KEY PERFORMANCE INDICATORS

THIS REPORT DETAILS HUB WEST SCOTLAND'S PERFORMANCE FOR 2014/15 ACROSS 11 CATEGORIES.

The 'traffic light' system reflects the outcome of each Key Performance Indicator:



TARGET EXCEEDED



TARGET ACHIEVED



TARGET NOT ACHIEVED



NOT ACTIVE

For further details and measurement of the 2014/15 Annual KPI Report, visit www.hubwestscotland.co.uk



Architectural image of Clydebank Leisure Centre

PARTNERING & COLLABORATION

KPI OUTCOMES FOR 2014/15

ACTIVE INVOLVEMENT IN TPB

TERRITORY PARTNERING BOARD SATISFACTION SURVEY



OVERALL SATISFACTION WITH ONGOING PARTNERING SERVICES

ASSESSMENT OF THE DELIVERY OF THE FOUR ONGOING PARTNERING SERVICES CRITERIA



A strong relationship with its Participants is central to hub West Scotland's business success and this year it focused on contributing more to partnering and collaboration with Participants and Supply Chain members.

The challenges faced by all partners in the delivery of projects are very real. To ensure information and learning is shared across projects and between Participants, we have strengthened our mechanisms for collaboration through:

- Centre for Excellence events
- Project Lessons Learned workshops
- Territory Development Forum
- Territory Partnering Board
- Collaborative approach and agreed protocols for project communications
- Delivering and sharing Project Completion Reports
- Implementing new Project Delivery models
- Delivery of Strategic Support Partnering Services

ACTIVE INVOLVEMENT IN THE TERRITORY PARTNERING BOARD

The annual Satisfaction Survey asks the Territory Partnering Board members to rate their overall satisfaction with the Board. In 2014/15, the research resulted in 9 responses from a total of 16 Participants with the majority of the Territory Partnering Board being generally satisfied.

This compares favourably with last year's performance.



Scottish Government Minister Margaret Burgess cut the first sod for the new workshops at the Vale of Leven Industrial Estate

Overall Satisfaction with Ongoing Partnering Services

The 2014/15 Value for Money report sets out how hWS has performed against the four measurement criteria below, set by the Territory Partnering Board, for the delivery of Ongoing Partnering Services:

1. Standardisation
2. Economies of Scale
3. Continuous Improvement
4. Open Supply Chain

The full report can be accessed on the hub West Scotland website.

Some good examples of how hWS has demonstrated value for money include the following:

- ✓ **Sharing cost information and lessons learnt on detailed designs to enable the delivery of additional Reference Design-based primary schools with three Participants**
- ✓ **Promoting joint procurement of a single design team and contractor to achieve financial savings on the delivery of primary schools for two Participants**
- ✓ **Development of a new delivery model for refurbishment projects to de-risk and provide increased cost certainty**
- ✓ **Delivering substantial savings on projects that reached Financial Close this year**

“The rigorous hWS procurement route gets contractors and other partners involved earlier than more traditional approaches with the advantage of scoping out project costs and flushing out any issues early in the process. The hub model also promotes collaborative working across the local authorities and other participants with key areas such as community benefits addressed through partnership working and the established processes.”

Eddie Montgomery, Property Services Manager, Inverclyde Council

VALUE FOR MONEY

KPI OUTCOMES FOR 2014/15

STAGE 2 APPROVALS

% OF SUBMISSIONS THAT MEET THE APPROVAL CRITERIA FOR STAGE 2



COMPLIANCE WITH PROJECT VALUE FOR MONEY PROPOSALS

ENSURES VFM PROPOSALS ARE DEMONSTRATED AT STAGE 2



WHOLE LIFE CYCLE COSTS

MEASURES THE VARIANCE BETWEEN MODEL AND ACTUAL – MEASURED AFTER THREE YEARS OF OPERATION



REDUCTION IN AVERAGE CONSTRUCTION COSTS

COMPARES ELEMENTAL CONSTRUCTION COSTS – MEASURED AFTER THREE YEARS OF OPERATION



DELIVERY OF PROJECT VALUE FOR MONEY PROPOSALS

AGREED CRITICAL SUCCESS FACTORS AND VALUE FOR MONEY PROPOSALS ARE ACHIEVED ON EACH PROJECT



Value for Money is the essence that runs through all hub West Scotland projects and has been demonstrated and delivered in several innovative ways, for example:

Reference Design

hWS has encouraged Participants to utilise the reference design primary school for the delivery of schools in their areas. As the Lairdland Primary School has reached completion, hWS can demonstrate robust early project costs, tested on the open market. This enables Participants to tailor the design and costs specifically to their own requirements and sites.

The utilisation of these principles has been very successful. hWS is delivering five more schools using the reference design with three of its Participants:

- Bellsmyre with West Dunbartonshire Council
- Lenzie, Woodhill and St Flannan's with East Dunbartonshire Council
- St Patrick's Primary School with Inverclyde Council.

Joint Procurement

hWS encouraged two Participants to work together to deliver primary schools which are based on the reference design. As both Participants had a similar programme and approach to their projects, hWS proposed that they jointly procure a single design team and contractor to deliver both. Although the projects are not located in the same area both Participants saved significant amounts of money in prelims and fees through the joint procurement.

Stage 2 Approvals

This year, five projects achieved Financial Close and delivered on all their Stage 2 requirements. These include Eastwood and Maryhill Health and Care Centres, the first Design, Build, Finance & Maintain (DBFM) projects to reach this significant milestone; Lennoxton Community Hub; Glasgow Women's Library; and Levenside Business Court in Dumbarton.

St Patrick's Primary School



Delivery of Project Value for Money Proposals

The added value hWS commits is an integral aspect of each construction project. hWS is on track to deliver all of its Value for Money and Critical Success Factors agreed with its Participants at the outset of each project. Hillhead Community Centre, Johnstone Town Hall and the Shields Centre achieved 23 out of 29 Critical Success Factors and Value for Money Proposals, set at New Project Request Stage by the Participant. The remaining six criteria will be measured 12 months after completion.



The Shields Centre won the RIAS Award for Architecture 2015.

“With Scotland’s councils under constant pressure to make their budgets stretch further, many local authorities are recognising the huge benefits to be had by adopting SFT’s Reference Primary Design. The Reference Primary School is providing local authorities with an innovative, scalable and cost-effective design. This in turn provides them with a tried and tested solution which saves time and money and allows the local authority to fine tune elements of design that are specific to their particular school.”

Grant Robertson, Associate Director, Scottish Futures Trust

On-site work started for Lenzie Primary School in 2015



QUALITY

KPI OUTCOMES FOR 2014/15

DESIGN QUALITY
APPLICATION OF
INDUSTRY-RECOGNISED
QUALITY MEASUREMENT
TOOLS

**CONSTRUCTION
QUALITY**
MEASURED BY THE CLIENT
AT HANDOVER

CONSTRUCTION QUALITY SCORES FOR COMPLETED PROJECTS

**LAIRDSLAND PRIMARY
SCHOOL**

10

**HILLHEAD COMMUNITY
CENTRE**

8

JOHNSTONE TOWN HALL

8

SHIELDS CENTRE

8

Design Quality

A key achievement of the year was the handover of the award-winning Shields Centre. This Health and Care facility in East Pollokshields improves accessibility for the local community by co-locating essential health services alongside other community facilities.

The quality of the design was measured using the AEDET evaluation tool kit, which assesses the design's response to the client's brief. The Shields Centre scored highly on the pre-construction AEDET, and a post-construction evaluation will take place in late 2015.

The Shields Centre is the first healthcare project to use the standardised room format developed



The Shields Centre opened in 2015.

by hub West Scotland and NHS GG&C. Standardisation future proofs the building for multiple uses. The value of the standard room layouts enables more efficient design development and greater cost certainty in other Health and Care Centre projects at Eastwood, Maryhill, Gorbals and Woodside.

Construction Quality

Another award-winning project completed this year was Johnstone Town Hall, developed in partnership with Renfrewshire Council.

The building provides co-located services in a flexible modern space, including a library, theatre, marriage suite, council services, café and meeting rooms. The facility is also home to community partners Police Scotland and Macmillan Cancer Support.

The construction quality of Johnstone Town Hall was measured by assessing the level of defects at completion. The project scored highly, achieving 8 out of 10. All four completed projects handed over this year have achieved a quality rating of 8 or higher, meaning that any defects have no significant impact on the client. Lairdland Primary School scored top marks and is a testament to the commitment of our primary contractor.

The new £14.5m Johnstone Town Hall has transformed the architectural environment of the town centre and has won the Scottish Property Award for Development of the Year.



SUSTAINABILITY

KPI OUTCOMES FOR 2014/15

ACHIEVEMENT OF
BREEAM TARGETS



REDUCING
CONSTRUCTION WASTE
LEAVING SITE



REDUCING
CONSTRUCTION WASTE
TO LANDFILL



REUSE AND RECYCLING
OF CONSTRUCTION
WASTE
THE PERCENTAGE OF WASTE
GENERATED ON SITE



REDUCING
CONSTRUCTION WASTE
BY IMPLEMENTING A SITE
WASTE MANAGEMENT
PLAN



RECYCLED CONTENT
MATERIALS



EPC RATING



In a changing environment, hub West Scotland works carefully with its Participants and Supply Chain to ensure that sustainable environmental targets are met on all projects.

An excellent example of a modest project that delivered well on sustainability is Hillhead Community Centre, delivered in partnership with East Dunbartonshire Council.

The project brief was developed by the local community and a central aim of the design was to reduce energy consumption. Sustainable resources were used throughout the building, such as the inclusion of a biomass boiler and fuel store which supplies its own energy and heat sources. The design also utilises durable materials and focuses on high insulation, natural ventilation and air tightness of the building. The project has been accredited with an Energy Performance rating of B+.

100%

OF COMPLETED PROJECTS
ACHIEVED THEIR BREEAM TARGET

100%

OF COMPLETED PROJECTS
ACHIEVED THEIR EPC TARGET

Reducing Construction Waste

This year we did not achieve our target for reducing construction waste leaving site on one of our projects.

We are reviewing all sustainability targets with Participants in line with industry guidance to ensure they are realistic and follow best practise.

The award-winning Hillhead Community Centre, Kirkintilloch, was opened in September 2014 at a special community open day.



HEALTH & SAFETY

KPI OUTCOMES FOR 2014/15

REPORTABLE RIDDOR
ACCIDENTS IN HWS
MEMBERS AND
CONTRACTORS



REPORTABLE RIDDOR
ACCIDENTS ON HUB
PROJECTS



HSE ENFORCEMENT
NOTICES ON HUB
PROJECTS



MANAGEMENT SYSTEMS

KPI OUTCOMES FOR 2014/15

MAINTENANCE OF
THE MANAGEMENT
SYSTEMS



COMPLIANCE WITH
THE MANAGEMENT
SYSTEMS



STAFF PERFORMANCE
MANAGEMENT



The Cabinet Secretary for Health and Wellbeing, Shona Robison MSP, attended the topping out Ceremony of the new Maryhill Health and Care Centre which started on site in December 2014 and is due for completion in spring 2016.

Health & Safety

hWS had a very full and successful year with 10 projects in construction. All projects, which report on a monthly basis, have achieved an outstanding record with regard to Health & Safety.

The Health & Safety industry measures performance against certain industry-recognised criteria, which hWS has adopted as its KPI measurement.

There has been zero Reporting of Injuries, Diseases and Dangerous Occurrences Regulations accidents (RIDDOR) and no Health & Safety Executive Notices (HSE) on any of hub West Scotland's sites. Six of the eight active contractors have also achieved an exemplary rating of zero Accident Incident Rate (AIR).



Lennoxtown Community Hub on site

0
RIDDOR

0
AIR

0
HSE NOTICES

Management Systems

Our quality in delivery is supported by establishing and maintaining quality management systems and documentation to deliver a consistent methodology across our projects. hWS has established and continuously refines its management systems, taking on board any requirement to enhance its structures following regular project reviews. This performance was reflected in the annual audit, confirmed by the Territory Team, which found that hub West Scotland had achieved over 90% in all of its Management Systems KPIs.

90%+

EACH OUTCOME SCORED MORE
THAN 90% IN THE ANNUAL AUDIT



PROGRAMME

KPI OUTCOMES FOR 2014/15

PROGRAMME FOR
STAGE 1 AND 2 DESIGN
DEVELOPMENTS
PER PROJECT IN CURRENT
OPERATING YEAR

CUMULATIVE RESULTS FOR
ALL PROJECTS ON 3-YEAR
ROLLING PERIOD

PROGRAMME FOR
CONSTRUCTION

Flexibility in Project Development Approach

Refurbishment Projects

Due to the complex nature of refurbishments, hWS has developed a refurbishment project delivery model which enables the contractor and design team to work together, testing the outline design, scope and condition of the existing building prior to submitting a New Project Request (NPR). This ensures greater cost certainty and the project can proceed directly to detailed design upon approval.

West Dunbartonshire Council Office

The project was complex and involved the retention of a grade-A listed façade and regeneration of a large area of known contaminated land. During the early development it became apparent that there were a number of unresolved risks that could impact the project scope and budget. To ensure that the project was deliverable within the allocated costs, hWS and WDC agreed to continue with the development of the outline design and site investigation work, prior to submitting a New Project Request. This proved to be the right

The new offices for West Dunbartonshire Council will be located in Dumbarton town centre and will retain the existing grade A listed façade of the old Academy building.



Bearsden Burgh Hall under design development

decision: when the NPR was submitted all parties had certainty that the project scope, including the resolution of outstanding risks, could be delivered within the budget.

Levenside Business Court

West Dunbartonshire Council received regeneration funding to deliver new business workshop units in the Vale of Leven. As part of their funding conditions the contract had to be awarded and on site by the end of March 2014. hWS and WDC worked together to produce a reduced bespoke Stage 2 programme to enable the project to achieve its funding conditions.



SUPPLY CHAIN

KPI OUTCOMES FOR 2014/15

ONGOING
MANAGEMENT OF THE
SUPPLY CHAIN



MANAGEMENT
OF SUPPLY CHAIN
SELECTION FOR EACH
NEW PROJECT



hWS Centre for Excellence

The Centre for Excellence was launched in autumn 2014 with a series of events and resources supported by the Primary Supply Chain. It was set up to drive continuous improvement, collaboration, efficiency and value for money into the Projects and Strategic Support Partnering Services.

OPPORTUNITIES TO TENDER

61%

CONSULTANTS

68%

PRIMARY CONTRACTORS

50%

FM CONTRACTORS

62%

OF THE 106 SUPPLY CHAIN
MEMBERS HAD AN OPPORTUNITY
TO TENDER IN 2014-15



FOUR CENTRE FOR EXCELLENCE EVENTS HAVE BEEN HELD THIS YEAR:

SEPTEMBER 2014

A presentation on Building Information Modelling [BIM] was delivered by a Supply Chain member to Participants, the Territory Team and hWS staff as part of the **Seminar Series**. The session explored different levels of BIM and the aspirations of the industry to increase capacity and skills to deliver fully integrated BIM models.

NOVEMBER 2014

As part of the **Engagement Series**, six local authorities and members of the Supply Chain attended a successful dinner where guest speaker Grant Robertson of the Scottish Futures Trust presented the challenges surrounding replacement of the Scottish Primary School Estate.

“Coming from the engineering side it’s not often, or in detail, that we hear about the real background that forms the projects which we work on. From that point of view it was a bit of an eye-opener and also very interesting to hear about the experiences of others.”

Alan Cook, Struer Consulting Ltd

FEBRUARY 2015

A seminar was delivered by a Supply Chain member on the benefits and different levels of a whole life cycle approach to projects as part of the **Workshop Series**.

FEBRUARY 2015

A **Workshop Series** event for Primary Contractors, supported by Police Scotland and the Scottish Government, shared best practice initiatives surrounding the procurement of Security Industry Approved Contractors and Supported Businesses.

Meet the Buyer

hWS organised its inaugural Meet the Buyer event at the Titan Business Centre in Clydebank. The event was attended by over 70 businesses across the territory and was supported by nine Primary Contractors. All businesses in attendance have been invited to join the growing hub West Scotland Supplier Directory.



“This event provided an opportunity to cement relationships with people I had met previously, develop relationships with people who knew of Haven but had not yet engaged with us and to make a wealth of new contacts. Since the event, we have been appointed by one new customer, received commitment from another and I have 10 companies with appointments to follow up. I joined Haven Recycle in January of this year and the event at the Titan has provided the most business potential by far. It gave the opportunity to engage with a significant number of large firms who can offer us work on an on-going basis.”

Jane Donaldson, Haven Recycle

Performance Management System

This year saw the implementation of hWS’s performance management of the Supply Chain. With the aim of assuring Participants of best performance, the Supply Chain is measured on the delivery of each project using a score card system. To date, eleven project teams have been scored at appropriate stages and 96% met the required performance standard.

96%

HWS SUPPLY CHAIN ACHIEVED
PERFORMANCE STANDARD

4

LESSONS LEARNT
PROJECT REVIEW SESSIONS WERE
HELD FOR COMPLETED PROJECTS

COMMUNITY ENGAGEMENT

KPI OUTCOMES FOR 2014/15

100% COMPLIANCE
WITH COMMUNITY
ENGAGEMENT
PROPOSALS



21

NEW JOBS



10

APPRENTICESHIPS



3

GRADUATES



184

SITE VISITS
(SCHOOLS AND FURTHER
EDUCATION)



381

WORK PLACEMENT DAYS



1644

PEOPLE IN EDUCATION
ENGAGEMENT



Community Engagement

Real opportunities for real young people: that's the passionate commitment made by hWS and its public sector Participants in their delivery of community benefits. Bringing education and industry together, hub West Scotland works with its Participants to provide tailored community benefits, ensuring that appropriate and meaningful education engagement is achieved on every project.

A notable example of this was on the Lairdland project delivered in partnership with the Supply Chain: pupils at St Ninian's High School were totally inspired by a series of tailored school activities which included work placements and an industry-specific careers event.

Twelve fortunate 5th and 6th year students were given the chance to undertake work placements in areas of particular interest to them such as marketing, architecture, law and construction. The placements were provided by hWS, its Supply Chain and Partners.

"The partnership between St Ninian's, hub West Scotland and Morgan Sindall has provided our young people with outstanding opportunities to engage with real life experiences. It enabled them to work with professionals in the environment they hope to join one day. For many, the experience confirmed the choices made for college and university courses. We certainly look forward to continuing this partnership – in hub West Scotland and Morgan Sindall we have found partners who value the abilities our young people possess and appreciate that enhancing these skills will benefit Scotland's workforce of the future."

**Scott McEwan, Deputy Head Teacher,
St Ninian's High School**

Charity Sponsorship Event

Following its successful Ben Lomond charity event last year in aid of Macmillan Cancer, hub West Scotland chose to support Scottish Autism this year. The team participated in a triathlon event at Loch Morlich near Aviemore, where they cycled, walked and canoed to raise £2,483.



COMMUNITY BENEFITS

KPI OUTCOMES FOR 2014/15

RECRUITMENT AND TRAINING

MAXIMUM NUMBER OF OPPORTUNITIES PROVIDED ON COMPLETED PROJECTS



SME SUPPLIER/THIRD SECTOR DEVELOPMENT

% OF OPPORTUNITIES AWARDED



CASH EQUIVALENT OF COMMUNITY BENEFITS

DELIVERED BY HWS AND ITS SUPPLY CHAIN



END USER AND COMMUNITY SATISFACTION SURVEYS



RECRUITMENT AND TRAINING

ACROSS A 3-YEAR PROGRAMME OF PROJECTS



80%

OF CONTRACT OPPORTUNITIES MADE AVAILABLE TO SMES

£20K +

CASH EQUIVALENT OF COMMUNITY BENEFITS

85%

END USERS SURVEYED ARE SATISFIED WITH PROJECTS

hub West Scotland ensures that its pipeline of projects maximises sustainable employment, training and business opportunities to support the local community.

A good example of this is the Johnstone Town Hall project where the partnership approach between hub West Scotland, its Supply Chain, Renfrewshire Council Employability & Education Services and West College Scotland, Paisley Campus, delivered a wide range of community benefit activities.

The project engaged with the nearby St Benedict's High School, to develop a schedule of engagement activities. The school selected three pupils to undertake live placements on a part-time basis, over a nine-week period. During the placements pupils gained practical experience across trades such as joinery, electrical and painting and decorating. The ambition of the placements was to inspire pupils to consider and pursue a career within the construction industry.

Jobs and Business Glasgow Achievement Awards 2014

hub West Scotland was proud to sponsor and support this year's Jobs and Business Glasgow Achievement Awards. The organisation makes a significant contribution to enhance the development of a vibrant and sustainable local economy in the city. Awards were presented to individuals who have overcome a variety of barriers to change their lives for the better.



Debbie McNamara, CEO of hWS with Paul Riley, winner of Inspiring Learner of the Year at Jobs and Business Glasgow Achievement Awards 2014.



Glasgow Kelvin College students on site at Lairdsland

Lairdsland Vocational Programme

The Lairdsland Primary School enabled a four-way partnership to be established between hWS, East Dunbartonshire Council Education Department, primary contractor Morgan Sindall and Glasgow Kelvin College. The aim was to form a link between education and business to enhance the current NPA Construction Course and provide additional industry-recognised certification to give young people real life construction work experience. These additional elements will help to prepare young people for employment and assist them in making better informed career choices by giving the opportunity to develop knowledge, experience and skills within the construction sector.

Work placement opportunities were also timetabled into the existing programme for pupils to undertake a one-week work placement within construction.

"Through 2015 we have continued to enjoy a highly constructive and successful relationship with hub West formed around the principle of early engagement, working together to understand what our Participants want from their projects and delivering good design, value for money, sustainability and community benefits. The result is high quality buildings that we can all be proud of from the award-winning Johnstone Town Hall which completed in 2015 to the Clydebank Leisure Centre which has now started on site."

Doug Keillor, Regional Director, BAM Construction Ltd

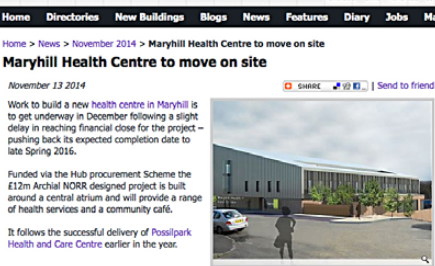
OVERALL PERFORMANCE

KPI OUTCOMES FOR 2014/15

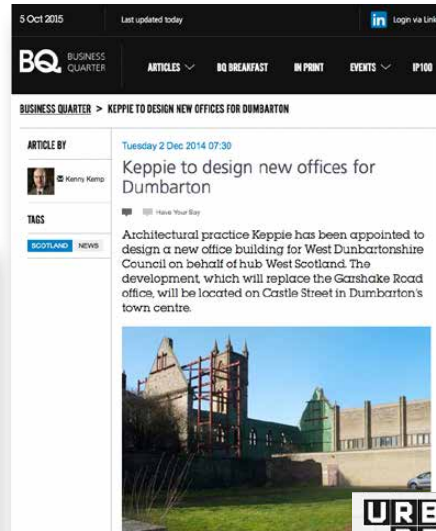
OVERALL PERFORMANCE OF HUB WEST SCOTLAND IN THE DELIVERY OF PARTNERING SERVICES



URBAN REALM



Three years on from the inception of hub West Scotland, a number of completed projects have received industry recognition. A few examples are highlighted below.



A fun new start for Hillhead Community Centre



Hillhead Community Centre Open Ceremony

published

07:30 Saturday 11 October 2014

Families packed into a new £2.7million community centre at the weekend to take part in a fun day designed to show off the new facility.

Hillhead Community Centre was officially opened on Wednesday, September 24, at a special community day.

It was the first opportunity for local people to inspect the centre, which replaced the former community centre.

URBAN REALM

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Final go-ahead given for Glasgow Women's Library refurb

November 14 2014

A £1m refurbishment of Glasgow Women's Library on Landreay Street, Bridgeton, is to get underway in just ten days' time.

The Clyde Gateway facilitated project is being delivered by Hub West and will see significant internal and external refurbishment works carried out to Bridgeton Public Library, bringing improvements such as a dedicated archive, learning and exhibition spaces, a cafe and lift access – screened by patterned metal mesh.

To a statement the library said: "Glasgow's women have been given the chance to get a range of

and Thursday, with Wednesday and Friday.

able for a broad Saturday and

news about the changes

The Glasgow Guarantee Celebration and Awards 2014

hWS was nominated in the 'Apprentice Employer of the Year' category and our Business Administration Apprentice, Laura Sergeant, was nominated in the 'Business Apprentice of the Year' category, at the event in 2014. This award recognises the success and achievements of young modern apprentices and the commitment of Glasgow-based businesses supporting the initiative.

Scottish Property Awards

The second Scottish Property Awards event was held in Edinburgh in March 2015. The Hillhead Community Centre project received the Scottish Property Award for Community Partnership of the Year – a national acknowledgment of the extensive community engagement and opportunities that were delivered through the development of the new centre.

Johnstone Town Hall, developed in partnership with Renfrewshire Council, was also successful and won the Development of The Year (Public Buildings) award. The Town Hall is a fantastic new facility for the local community and acts as a catalyst for the regeneration of the town centre.



OUR ACHIEVEMENTS

VALUE OF HUB PROJECTS hub WEST SCOTLAND £282.2m

£26.9m

COMPLETED PROJECTS

£33.9m

IN CONSTRUCTION

£221.4m

UNDER DEVELOPMENT

CUMULATIVE RESULTS TO MARCH 2015

21
NEW JOBS
CREATED

EDUCATIONAL SUPPORT

184
PERSONS

Site, School
and FE visits

381
DAYS

School and
FE work
placements

GRADUATE AND TRAINING



1644

PERSONS
EDUCATION ENGAGEMENT



3

GRADUATES



10

APPRENTICESHIPS

BASED ON £26.9M VALUE OF COMPLETED PROJECTS

PROPORTION OF CONTRACTS AWARDED TO

SMEs

66%



PROJECT PIPELINE

AT MARCH 2015

NAME	PARTICIPANTS	CONTRACTOR	VALUE
COMPLETED AND OPERATIONAL			£26,900,000
Kirkintilloch Community Hub	EDC	Elmwood	£500,000
Clydebank Workshops	CR	Fleming Buildings Ltd	£1,570,000
Garshake Office Pilot	WDC	CBC	£430,000
Hillhead Community Centre	EDC	Fleming Buildings Ltd	£2,500,000
The Shields Centre	NHS GG&C	CBC	£2,000,000
Johnstone Town Hall	RC & SPA	BAM	£12,600,000
Lairdsland Primary School	EDC	Morgan Sindall	£7,300,000
IN CONSTRUCTION			£33,920,000
Eastwood Health & Care Centre	NHS GG&C & ERC	Morgan Sindall	£14,300,000
Maryhill Health Centre	NHS GG&C	Morgan Sindall	£11,900,000
Lennoxtown Community Hub	EDC & NHS GG&C	Morgan Sindall	£4,200,000
Glasgow Women's Library	CG	Maxi Construction	£870,000
Levenside Business Court	WDC	Heron Bros	£1,700,000
Renfrew Community Safety Hub	RC	Project Management & Construction Ltd	£950,000
AT FINANCIAL CLOSE			£29,550,000
Inverclyde AOPCCB	IC	Morgan Sindall	£7,700,000
Clydebank Leisure Centre	WDC	BAM	£21,850,000
UNDER DEVELOPMENT			£156,600,000
Gorbals Health & Care Centre	NHS GG&C & GCC	Morgan Sindall	£16,100,000
Woodside Health & Care Centre	NHS GG&C & GCC	Morgan Sindall	£18,750,000
Bellsmyre Primary School	WDC	Morgan Sindall	£10,100,000
Our Lady & St Patrick's Secondary School	WDC	BAM	£25,750,000
Barrhead Secondary School	ERC	BAM	£25,600,000
Dumbarton Care Home	WDC	Morgan Sindall	£11,300,000
Kilpatrick ASN School	WDC	Heron Bros	£9,500,000
Lenzie/ Lenzie Moss Primary School	EDC	Lend Lease	£10,800,000
St Patrick's Primary School	IC	Lend Lease	£6,900,000
Kilmacolm Primary School	IC	CBC	£4,300,000
Auchinairn/Woodhill Primary School	EDC	Morgan Sindall	£11,500,000
St Agatha's/St Flannan's Primary School	IC	Morgan Sindall	£6,000,000
PRE-DEVELOPMENT			£35,200,000
Bishopbriggs Community Hub	EDC	TBA	£5,000,000
Bearsden Community Hub	EDC	CCG	£2,850,000
Kelvinbank Resource Centre	EDC	TBA	£5,500,000
Kilmardinny House	EDC	Clark Contracts	£2,350,000
Kirkintilloch Town Hall	EDC	CBC	£3,600,000
WDC Office Reprovision	WDC	Lend Lease	£15,900,000

hub West Scotland Participants



SCOTTISH
FIRE AND RESCUE SERVICE
Working together for a safer Scotland



Scottish
Ambulance
Service
Taking Care to the Patient



POLICE
SCOTLAND
Keeping people safe

THE GLASGOW
SCHOOL & ARTS



Renfrewshire
Council

CITY OF GLASGOW
COLLEGE

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