



PERFORMANCE REPORT 2012–2013

# Building on Sound Foundations

---

## 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.

<b>Bill Matthews, Chair of hub West Scotland Board</b>	<b>1</b>
<b>Julie Welsh, Chair of Territory Partnering Board</b>	<b>2</b>
<b>Who we are</b>	<b>3</b>
<b>What we do</b>	<b>4</b>
<b>Community Benefits</b>	<b>5</b>
<b>Key Performance Indicators</b>	<b>6</b>
<b>Building on Sound Foundations</b>	<b>8</b>
<b>Case Study 1: Kirkintilloch Community Hub</b>	<b>10</b>
<b>Case Study 2: Clydebank East Workshops</b>	<b>11</b>
<b>Case Study 3: Garshake – Pilot for Agile Working</b>	<b>12</b>
<b>Case Study 4: Johnstone Town Hall</b>	<b>13</b>
<b>Case Study 5: Lairdsland Primary School</b>	<b>14</b>
<b>Case Study 6: Eastwood Health and Care Centre</b>	<b>15</b>
<b>hub West Scotland Participants and Supply Chain Partners</b>	<b>16</b>

# Welcome



**Bill Matthews**  
Chair, hub West Scotland Board

“This has been an exciting year for hub West Scotland: the start-up phase is now evolving into the business of building a strong, extensive supply chain; increasing the project pipeline from 12 to 19 projects with a value of £150M and seeing the successful completion of our first project in partnership with East Dunbartonshire Council. The challenges involved in developing this procurement methodology make our work interesting and dynamic and I would like to pay tribute to hub West’s staff: we have a strong team in place.

It’s too early to talk about delivery excellence across the board or to make sweeping statements about our service frameworks and sound operating model but the good things I am already hearing back from our customers give me absolute confidence: we are beginning to build reputation and recognition as an innovative estates development partner in the West of Scotland.”

## hub West Scotland Board Members

### **Bill Matthews, Chair**

Management Consultant; BBC Trustee;  
and Acting Chair of the Security Industry  
Authority

### **Alastair Young, Director**

Scottish Futures Trust

### **George Farley, Director**

Community Solutions Partnership Services

### **Johnny Dryburgh, Director**

Apollo Capital Projects Development

### **Nigel Badham, Director**

Morgan Sindall Investments

### **Tony Curran, Director**

NHS Greater Glasgow & Clyde



Clydebank Workshops on-site event, March 2013,  
with representatives from Scottish Government,  
hub West Scotland, Fleming Buildings,  
Clydebank re-built and Scottish Enterprise



**Julie Welsh**  
**Chair, Territory Partnering Board**  
Head of Strategic Procurement & Business  
Support, Renfrewshire Council

“This early performance review of hub West Scotland shows a positive start and as one of the first contributors to the initial stages of planning before hub West was established, I find it gratifying to see the first strong results emerge. It is still early days but, as Participants, we are happy with the progress to date and very confident in the processes being set up which are already delivering the first tangible results.

In addition to the obvious satisfaction in seeing an increasing number of diverse projects move forward through the robust development process, a particular highlight for me is witnessing the integral sharing of best practice – this style of multi-partnership working is leading the way in setting and attaining standards, working together to deliver positive, meaningful projects and ensuring value for money at every step.

The integrity of this approach was well tested and demonstrated by the fast-paced, high quality completion of the library transformation with East Dunbartonshire Council, creating a community hub in Kirkintilloch, which meets local needs and provides the spark for regeneration. We are creating the models for the future.

I’m confident in the team’s ability to build on the promising foundations the partnership has put in place and to lead us into a year of achievement.”



Kirkintilloch Community Hub  
East Dunbartonshire Council



# Who we are

## 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.

hub West Scotland is a public private joint venture development organisation. Established in April 2012, it works in partnership with public sector Participants based within six local authority areas including Inverclyde; West Dunbartonshire; East Dunbartonshire; Glasgow City; East Renfrewshire; and Renfrewshire.

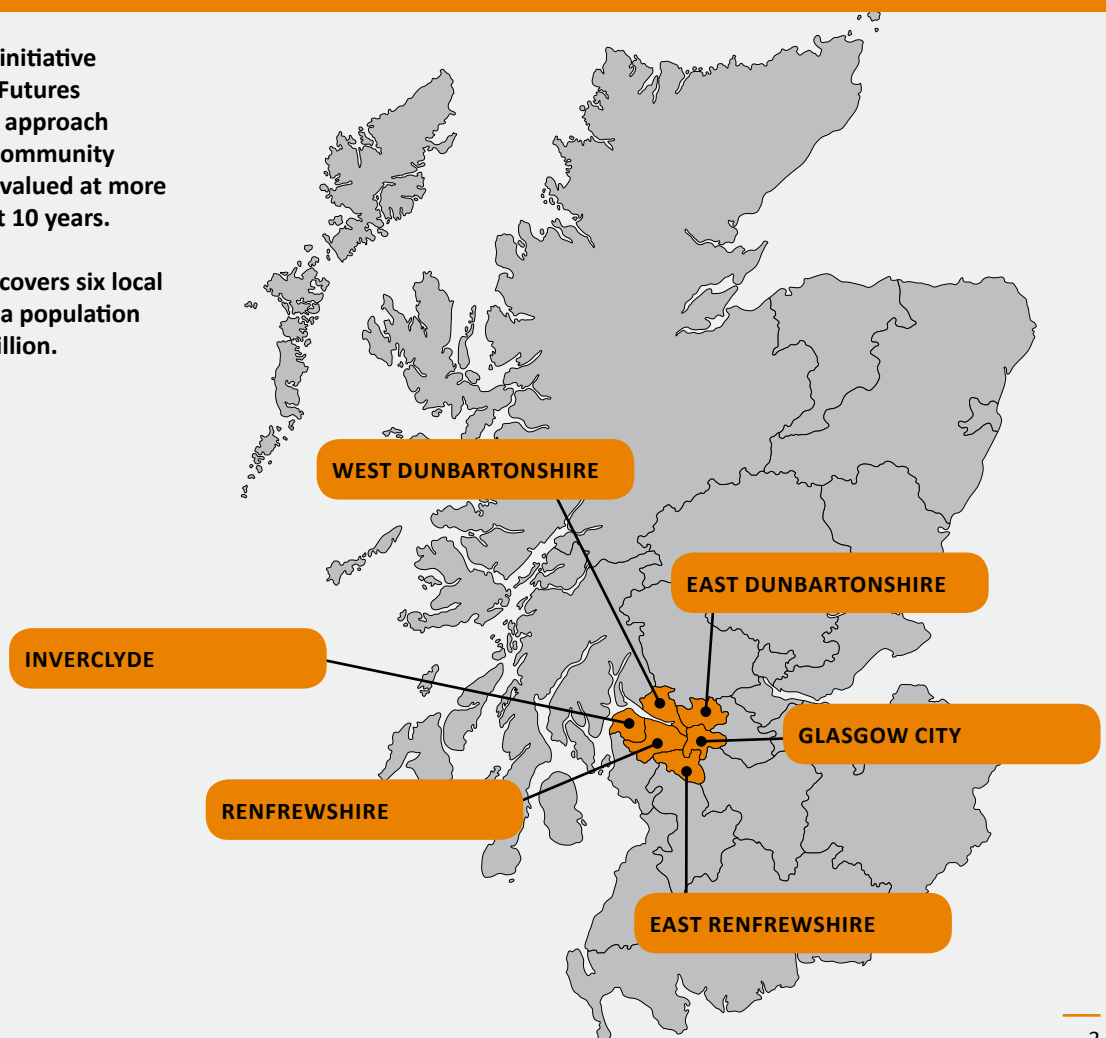
The public sector Participants manage health, local government, higher and further education, police, fire and rescue, ambulance, social housing and regeneration. In procurement terms, Hub West Scotland is an 'Institutionalised Public Private Partnership' that delivers value for money and estates development services across each of these sectors for its public partners, contributing to the economy in the West of Scotland.

By setting up and working closely with an extensive supply chain of project partners, hub West Scotland brings the public and private sectors together to develop outstanding public buildings and accommodation facilities which meet the individual needs of each Participant.

Quality and value are at the core of every hub West project ensuring the business constantly delivers value for money for the public sector.

The Scotland-wide hub initiative established by Scottish Futures Trust reflects a national approach to the delivery of new community infrastructure, which is valued at more than £2bn over the next 10 years.

The West hub Territory covers six local authority areas serving a population of approximately 1.2 million.



# What we do

“hub West Scotland enables community-focused change. We contribute by delivering high quality, value-for-money facilities to support the provision of integrated community, education and primary care services to meet local needs and provide a catalyst for regeneration.”

**Debbie McNamara, Chief Executive**

“Integrity lies at the heart of everything we do. This requires honesty, respect, an open and transparent approach, striving for excellence, searching for innovation and a willingness to learn and improve.”

**hub West Scotland provides a development service which brings value to the project delivery from concept to completion. It sets out to achieve this in three key ways, by:**

- Delivering a managed development service that meets the core needs of value for money, transparency and continual performance measurement;
- Providing a framework for delivering services and progressing projects via Partnership and Collaborative Working; New project Development; Management of the Supply Chain and Strategic Partnering Services;
- Engaging with multiple Participants towards increasing joint working, creating imaginative integrated community services and delivering economies of scale through shared facilities.

“The reference design project demonstrates the benefits of broad stakeholder engagement and a clear focus on achieving a high quality, affordable and flexible environment to support people and services. The lessons both from the process, such as quality based selection of design teams, and in the developed designs should inform future primary care facilities by showing how real value can be achieved through the intelligent use of space and design.”

**Heather Chapple, Architecture + Design Scotland**



# Community Benefits



Architecture student  
Emma McGuigan

**Community is a key value for hub West Scotland. We are committed to making a positive social and economic impact across all planned investments.**

From maximising local employment, training and business opportunities to improving staff development and supporting local education, we work with Participants and supply chain partners to leave a legacy of enhanced skills, improved opportunities and a local economy boosted by planned investments. We have appointed a Project Skills Co-ordinator, Lindsey McNaughtan, to lead all community benefit-related objectives.

Lindsey said: “We have a real focus on delivering value for money but flexibility of service is key: one of our core objectives is to listen to our Participants, define what is important for them and then create an appropriate tailor-made community

benefits package. We have pledged to deliver a range of community benefit KPIs which include specific business outcomes such as maximising on training, up-skilling and identifying employment opportunities across projects.”

An early beneficiary of hub West Scotland’s approach to community benefits is Emma McGuigan, 22, who is currently studying for her Masters in Architecture at Dundee University. Through hub West, Emma was offered an initial two-week placement with Holmes Miller Architects – it worked out so well that Holmes Miller extended the contract for six months until September 2013 when Emma will return to University for her 4th year.

“This isn’t just about building a building: the entire hub West project process is very much about contributing to the community. We found it rewarding to work closely with the local college students who, as well as regularly visiting the site and benefiting from lectures delivered by the project architect, Elder & Cannon, also became actively involved in the design of some features that will be incorporated in the completed building.”

**Mike Burrows**  
**Fleming Buildings Limited**

## STUDENT DESIGN COMPETITION

**The Clydebank East Workshop Project invited students from Clydebank College to design a feature of the new building. The students were given a design brief with budget and timescales to enable them to prepare submissions.**

The aim is to deliver a permanent design feature which will promote the industrial workshop location and raise awareness of the quality workspace facility, attracting both business and community interest.

The project is supervised jointly by the project team from Clydebank re-built and hub West Scotland and the winner will work with the project contractor and design team from summer 2013 to take their design to implementation stage.

## COMMUNITY ENGAGEMENT

**Across all of our projects there is extensive community engagement and consultation.**

For example the Hillhead community had an early opportunity via formal and informal engagement methods to shape the project brief for the Hillhead Community Centre. The project is now being delivered to reflect the needs identified by the community itself.



# Key Performance Indicators







## ANNUAL PERFORMANCE REPORT TO 30 APRIL 2013



hub West Scotland's performance is measured against detailed criteria across the 11 categories below.

Each KPI has a single measurement with three trigger points indicating levels of severity on an ascending scale:

- (a) Continuous Improvement Test [CIT]
- (b) Track Record Test [TRT]
- (c) Significant Performance Failure [SPF]

At the end of Year 1, not all KPIs are yet active.

Key			
	Active		Target achieved
	Not active		Target alert
	Not required		Target not achieved

KPI	HWS PERFORMANCE	SPF	TRT	CIT	COMMENTS
<b>1. HEALTH &amp; SAFETY</b>					
Reportable RIDDOR accidents in hWS members and active Main Contracts	Accident Incident Rate rate of zero				Applicable to Wellspring and Fleming Buildings
Reportable RIDDOR accidents on hWS projects	Accident Incident Rate rate of zero				Applicable to Clydebank Workshops
Number of HSE enforcement notices on hWS projects	No HSE enforcement notices				Applicable to Clydebank Workshops
<b>2. MANAGEMENT SYSTEMS</b>					
Establishment of management systems and internal audits	Management system established and audit completed				Information Management System operational
Compliance with management systems	Audits completed with 91% conformance				Management systems continually refined to reflect lessons learnt through project delivery
Staff Performance Management	Audits completed with 83% conformance				Audit complete for hWS employees
<b>3. PROGRAMME</b>					
Delivery against agreed Project Design Development Programme	Stage 1 & 2 programme achieved for active projects				Covers the Clydebank Workshops & Garshake Pilot projects
Delivery against agreed Project Construction Programme	Construction programme achieved for completed projects				Covers the Kirkintilloch Community Hub
<b>4. VALUE FOR MONEY</b>					
Stage 2 Approvals	All projects have met the agreed Approved Criteria and become Approved Projects				Covers the Clydebank Workshops & Garshake Pilot projects
Compliance with Value for Money (VfM) proposals	Audit completed and all agreed VfM criteria being delivered				Covers the Clydebank Workshops & Garshake Pilot projects
Whole life costs	Not measured during the period				Measured following project completion
Reduction in average construction cost	Not measured during the period				Measured at the end of year 3
<b>5. QUALITY</b>					
Design quality	Not measured during the period				No projects have been chosen to use DQ/AEDET to date
Construction quality	100% of completed projects achieved at least grade 8 on the Constructing Excellence Scale				Covers the Kirkintilloch Community Hub
Post occupancy quality	Not measured during the period				Post Occupancy Survey following project completion



KPI	HWS PERFORMANCE	SPF	TRT	CIT	COMMENTS
<b>6. PARTNERING &amp; COLLABORATION</b>					
Active involvement in Territory Partnering Board	Score of 77% achieved in the Territory Partnering Board Satisfaction Survey				TRT Target is 75% hence shown as amber. Areas for improvement are fostering partnership working and communication.
Overall satisfaction with partnering services	Not measured during the period				Community Planning Partnerships not in a position to engage with hub West Scotland
<b>7. COMMUNITY ENGAGEMENT</b>					
Compliance with community engagement proposals	95% of Community Engagement Proposals completed				Reported on all active projects following NPR approval
<b>8. COMMUNITY BENEFIT</b>					
Recruitment and Training	Not measured during the period				Measured at project completion
Small and Medium Enterprise (SME) / Third Sector Organisation (TSO) supplier development	100% of suitable opportunities issued and awarded to local SMEs				Covers Kirkintilloch Community Hub and Clydebank Workshops
Cash Equivalent of Community Benefits delivered by hws and its Supply Chain	Community activities delivered valued at £5,500				Activities delivered through a range of initiatives with College students
End User and Community Satisfaction Surveys	Not measured during the period				Measured following 12 months of operation
Recruitment and Training across the hws programme of projects	Not measured during the period				Measured per £10m of construction activity
<b>9. SUSTAINABILITY</b>					
Achievement of BREEAM targets	Not measured during the period				Pass / Fail of agreed BREEAM criteria
Reducing Construction Waste	Less than 2.6 tonnes of construction waste leaving the site per £100k of value				Covers Clydebank workshops
Reducing Construction Waste to Landfill	0.39 tonnes of construction waste going to landfill per £100k of construction value				Covers Clydebank workshops
Reuse and recycling of Construction Waste	Not measured during the period				On-site waste re-cycled or re-used reported at project completion
Reducing Construction Waste – Waste Management Plan	Waste Management Plan completed for all Stage 2 approved projects				Covers Clydebank workshops & Garshake Pilot projects
Recycled Content Materials	Not measured during the period				Value of materials derived from re-used or re-cycled materials reported at project completion
EPC Rating	Not measured during the period				Comparing the actual EPC rating to the target EPC rating agreed at Stage 2
<b>10. SUPPLY CHAIN MANAGEMENT</b>					
Compliance with the Method Statement for ongoing management of the supply chain	Audits completed with 86% conformance				CIT Target is 95% hence shown as red. Key area for improvement is the performance management of the supply chain
Compliance with the Method Statement for selection of the supply chain for each project	Audits completed with 95% conformance				Supply Chain selection assessed across 16 live projects. CIT Target is 95% hence shown as amber.
<b>11. OVERALL PERFORMANCE OF NEW PROJECT DELIVERY</b>					
Overall performance of New Project Delivery	No Track Record Test Failures recorded during the year				Targets achieved for the overall performance of the team during the first year of operation

# Building on Sound Foundations



**Debbie McNamara**  
Chief Executive  
hub West Scotland

**The content of an annual report which spells out key performance indicators and methodologies is not destined to be a great read! I'd like to sweep aside the notion that we are dealing with a dry topic and provide a picture of hub West's dynamic, fast-paced and challenging inaugural year by listing early achievements:**

- A project pipeline increasing from 12 projects with a development value of £90M to 19 projects valued at £150M
- The successful completion of the first project: Kirkintilloch Community Hub
- The second project of new-build workshop spaces progressing to time on site in Clydebank
- 13 projects now progressing through development and delivery phases
- Business formally launched at the successful event in October 2012 with all stakeholders

- Reference Designs developed with leading Scottish architects for the Eastwood Health and Care Centre
- A further Reference Design tested and being developed for Lairdsland Primary School
- We have teamed up with 16 Participants and are working in depth with six Participants across a range of sectors
- Community benefits are being delivered and plans in place with partners to increase delivery over year 2
- Diverse utilisation across the breadth of our Supply Chain

And importantly, our permanent team is now in place and our staff resource has increased to meet the growing requirements.

This is a strong start.

“Having worked closely with the team at hub West Scotland during their first year of operation, I can confirm they have built a solid foundation in terms of performance against the set KPIs. I now look forward to continuing to work with the team as they focus on project delivery and to support them in their efforts to meet or exceed the full range of performance targets for the year ahead. My ambition is that hub's performance will lead the way in demonstrating the value of the business for all of our Participants.”

**Neil Harris, Territory Programme Director**

## LOOKING AHEAD TO YEAR 2

**We have already identified the potential to develop the project pipeline to an estimated £250M. Looking ahead, that conjures up the excitement and challenges of working with Participants.**

Our agreed Business Plan for 2013–14, approved by shareholders, is in place and it responds to the West Territory Delivery Plan already approved by all the Participants. The Territory Delivery Plan sets out the project opportunities for £250m and the priorities for four core themes:

- Relationship
- Business Development
- Early Engagement
- Project Delivery

hub West is conducting its annual health check of the supply chain to ensure that its breadth of skills is ready to respond to the emerging project pipeline.

The case studies within this report are examples of the diversity of our work, the different scales of projects and budgets but they all have several common threads: great partnership working; strong project management; clear identification of customer needs and complete focus on quality of delivery and value for money.

**The 2013–14 Business Plan focuses on 8 strategic objectives:**

1. Build the evidence base through delivery
2. Become the Participants' development partner of choice
3. Secure the financial future
4. Widen our Participant base
5. Facilitate joint working between Participants
6. Communicate our success and profile
7. Maximise our performance
8. Contribute to the wider hub community

**We're confident that we have put in place the systems and processes to give us a sound foundation on which to build our business. The backbone of our delivery is our adherence to our agreed Key Performance Indicators.**

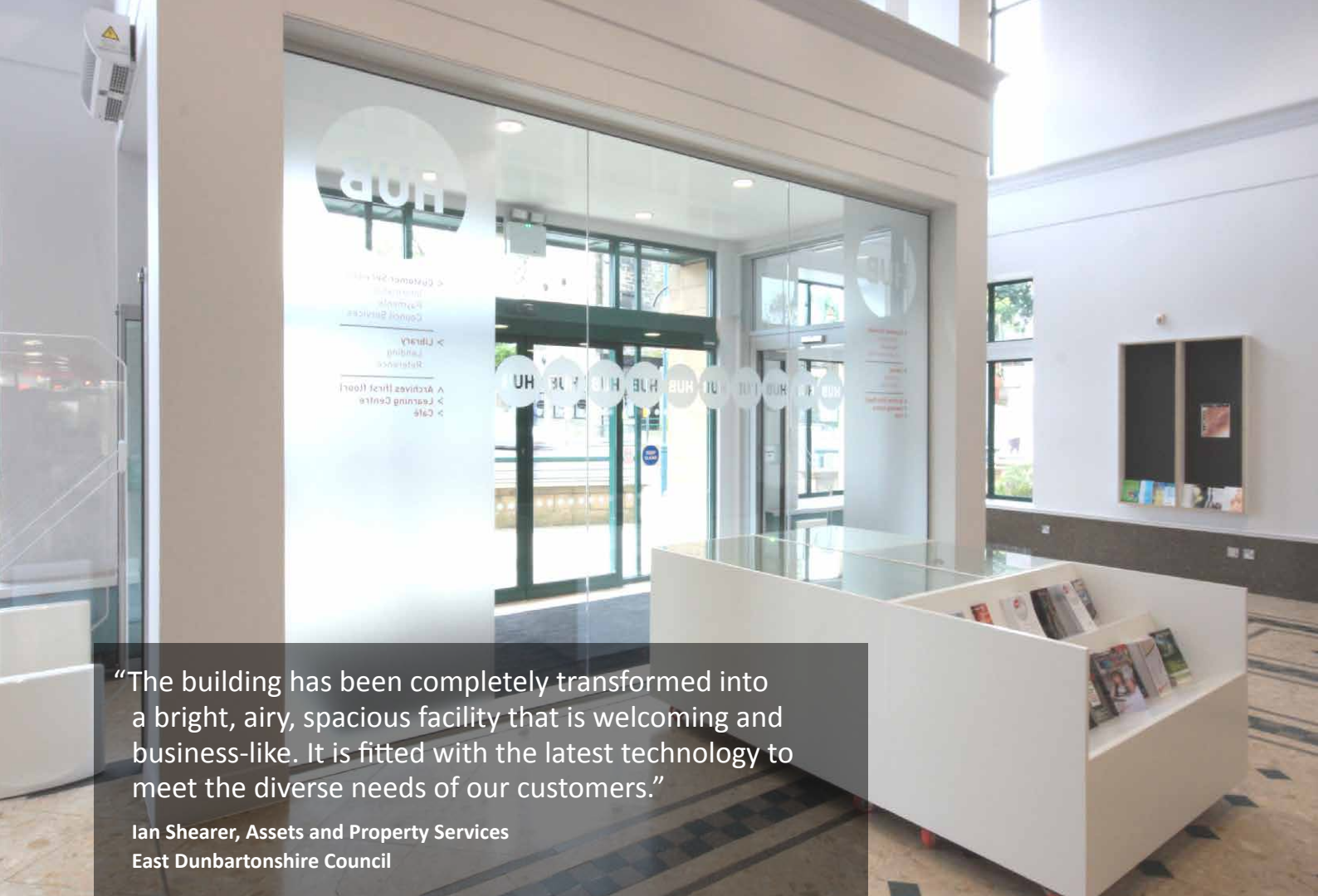
We know the culture of openness and collaboration is working because our Participants and Supply Partners have told us. Our recent survey provided positive and constructive feedback with Participants commenting on our proactive, creative approach and our "safe pair of hands". Lessons learned from Year 1 are helping to streamline our processes and shape our approach to working with participants ensuring we move forward soundly.



The hub West Scotland launch on 25 October 2012 was hosted by one of our Participants: City of Glasgow College. Over 120 guests representing Participants, Supply Chain Partners and other stakeholders were given hospitality by the students of the Scholars' Training Restaurant while the business and its website were launched.







“The building has been completely transformed into a bright, airy, spacious facility that is welcoming and business-like. It is fitted with the latest technology to meet the diverse needs of our customers.”

Ian Shearer, Assets and Property Services  
East Dunbartonshire Council

## CASE STUDY 1: KIRKINTILLOCH COMMUNITY HUB

**PARTICIPANT: EAST DUNBARTONSHIRE COUNCIL**  
**CREATING A VITAL NEW COMMUNITY SERVICES ENVIRONMENT**

### FACT FILE

#### Project Type:

Refurbishment of an existing library

#### Project Value:

£420,000

#### Gross Internal Floor Area:

752m<sup>2</sup>

#### On Site:

June 2012

#### Operational:

August 2012

#### Location:

West High Street, Kirkintilloch

#### Supply Chain Partners:

Architect – Anderson Bell Christie  
Contractor – Elmwood

**An under-used library has been transformed into a welcoming focal point for the local community. This project is a brilliant example of fast delivery – the entire programme was completed within four months of hub West Scotland being established and the new community hub is now a successful model in providing front-line services to its customers in a bright and modern environment.**

Meeting rooms, e-learning spaces, council outreach services, a library and café combine to create East Dunbartonshire Council’s new community hub for approximately 150,000 visits each year. Complete and fully operating, the Hub has made local services and learning opportunities more accessible to the community.

hub West Scotland took responsibility for an existing team delivering specialist space planning; building

design; interior design; structural and mechanical engineering; and branding, ensuring the delivery package progressed continually on the basis of quality, performance and price.

The Participant’s vision is to develop a series of similar community hubs in towns and villages across East Dunbartonshire in places where the services on offer may include police and community safety provision, post office facilities, health services, employment and careers support and retail units.







“This will be hub West Scotland’s first new-build project to complete. The experience with the hub West team and contractor has been excellent and the drive to generate community benefit has enabled Clydebank re-built to work in an inventive way with students and staff at Clydebank College.”

Alan Robertson, Projects Director  
Clydebank re-built

## CASE STUDY 2: CLYDEBANK EAST WORKSHOPS

### PARTICIPANT: CLYDEBANK RE-BUILT

#### NEW-BUILD INDUSTRIAL WORKSHOPS TO HELP REVITALISE THE LOCAL ECONOMY

##### FACT FILE

###### Project Type:

New-build workshop spaces

###### Project Value:

£1,390,000

###### Gross Internal Floor Area:

830m<sup>2</sup>

###### On Site: December 2012

###### Operational: September 2013

###### Location:

Clydebank East, John Knox Street

###### Supply Chain Partners:

Architect – Elder & Cannon  
Civil & Structural – Buro Happold  
Mechanical & Electrical –  
Buro Happold  
Quantity Surveyor –  
Thomas & Adamson  
Contractor – Fleming Buildings

**Clydebank re-built has commissioned the design and construction of new flexible and affordable workshops to support economic and physical regeneration. hub West Scotland took an existing design through an extensive value engineering exercise and the project is on site scheduled for completion in autumn 2013.**

The success of the regeneration project lies in its delivery of value for money; environmental performance; and in its design and build quality. Inclusivity is at the core of every Clydebank re-built programme and hub West Scotland is working with the partners to ensure that the entire process offers local people and businesses access to employment and training – particularly in relation to construction skills – and investment opportunities.

The project’s single most significant factor is its potential to ignite business

growth in the area. A much needed catalyst, the workshop terrace of seven high-spec design units is contributing to the project partners’ pro-active proposals to transform the area into a vibrant, modern and well-designed business district and employment hub.

Of significance is the location-proving role to introduce and reinforce to developers, investors and business owners that the Clydebank East site and other opportunities in Clydebank are attractive and viable when there are many other options available elsewhere.





“We were keen to trial the hub West Scotland process. It’s working well for us in terms of speed, efficiency and quality of delivery and we are already in discussions about other possible projects.”

Craig Jardine, Corporate Asset Manager  
West Dunbartonshire Council

## CASE STUDY 3: GARSHAKE – PILOT FOR AGILE WORKING

### **PARTICIPANT: WEST DUNBARTONSHIRE COUNCIL**

#### **A MODERN MODEL FOR FLEXIBLE WORKING SPACE AS A BLUEPRINT FOR THE FUTURE**

##### **FACT FILE**

###### **Project Type:**

Flexible agile office space as a model for the future

**Project Value:** £400,000

**Gross Internal Floor Area:**  
630m<sup>2</sup>

**On Site:** June 2013

**Operational:** September 2013

###### **Location:**

4th Floor, West Dumbarton Council  
Offices, Garshake Road

###### **Supply Chain Partners:**

Architect – AEDAS  
Mechanical & Electrical –  
Morgan Sindall Professional Services  
Cost Consultant –  
Axiom Project Services  
CDMC – CDM Project Safety  
Contractor – CBC Ltd

**A complete appraisal of staffing needs, working spaces and ICT services has culminated in a trial exercise to develop the ultimate flexible office environment to enhance West Dunbartonshire Council’s management services and functions. The pilot project will redesign an existing floor of office accommodation to provide shared spaces for integrated service delivery, ensuring multiple layout options for the best use of the space.**

hub West’s flexible design development process has been fast-tracked to reflect the scale and tighter timescales required for the project.

This enlightened pilot is advance preparation for a new headquarters building being planned by West Dunbartonshire Council. Working space is constantly evolving through advances in ICT and hub West Scotland

will ensure the pilot delivers its key objective to create space solutions for all types of future service users from fixed workers and hot desk users to breakout areas, meeting hubs, touchdown operators and private interview rooms.

In essence, the space is open-plan and with the ‘smart working’ approach at its core, the raised access floor and flexible layout options will accommodate 80 staff working stations within different environment configurations including gathering areas, informal lounge seating and quiet spaces. Two post-occupancy surveys will be undertaken six months and 18 months after project completion. The learning from the trial working model will be fed into the brief and decision-making process for the new-build HQ, which is part of an approved 10-year capital plan.





"BAM welcomes the opportunity to deliver a quality Town Hall for Johnstone residents.

The new Town Hall will be home to a range of community facilities including Johnstone library, a theatre space, marriage suite, conference space, a cafe and meeting spaces. This will be a major building project."

Doug Keillor, Regional Director-Scotland, BAM Construction Ltd

## CASE STUDY 4: JOHNSTONE TOWN HALL

### PARTICIPANT: RENFREWSHIRE COUNCIL

#### A PURPOSE-BUILT HUB TO BECOME A FOCAL POINT OF COMMUNITY LIFE DELIVERING CO-LOCATED SERVICES

##### FACT FILE

###### Project Type:

New-build multi-partner occupant civic centre

###### Project Value:

£12million

###### Gross Internal Floor Area:

4,912m<sup>2</sup>

###### On Site:

October 2013

###### Operational:

Spring 2015

###### Location: Johnstone

###### Supply Chain Partners:

Architect – Holmes Miller Partnership  
Civil & Structural – Struer  
Mechanical & Electrical – RSP  
Quantity Surveyor – Turner & Townsend  
Contractor – BAM Construction

**A long-term strategy for Johnstone will re-position the town centre as a vibrant, attractive and safer environment for the community. One of the first steps towards that vision is the creation of the new Town Hall which will provide an excellent, high quality, well-designed space to support social and cultural aspects of community life.**

This is hub West's first large new-build project on site. The Participant led the initial design process before passing the concept to hub West to develop in detail. Meeting a number of agreed Value for Money criteria, the new Town Hall will provide an entirely fresh opportunity to integrate public services and to improve service delivery. A common reception point will 'join up' a number of local services for residents from housing and social work to arts and museum personnel and a library. Renfrewshire Libraries is

already in partnership with Macmillan Cancer Support and the charity has set up satellite information points in a number of libraries. Cost efficiencies of the new building and the co-service approach to care make Johnstone Town Hall an attractive location proposition for Macmillan Cancer Support and also for Police Scotland, which has the opportunity to gain modern, fit-for-purpose accommodation.

The distinct advantage of such a flexible space being shared by a diversity of service partners is that the facilities will be well utilized for community purposes during the daytime and at night, improving the footfall within Johnstone town centre and supporting local retail and business. Operating seven days a week, Johnstone Town Hall will generate a buzz, enhancing the attractiveness of the area and helping to keep the town centre safer.

“hub West Scotland is translating our Reference Design building solution into a real primary school which will have a positive long-term impact on the entire community and in particular on the attainment and achievements of those children who join the school roll from 2014.”

Ian Shearer, Assets and Property Services  
East Dunbartonshire Council



## CASE STUDY 5: LAIRDSLAND PRIMARY SCHOOL

**PARTICIPANT: EAST DUNBARTONSHIRE COUNCIL**

**MODEL PRIMARY SCHOOL WHICH HAS BECOME A REAL LIFE BENCHMARK FOR THE REFERENCE DESIGN**

### FACT FILE

**Project Type:** New-build using exemplar design principles

**Project Value:** £6.3million

**Gross Internal Floor Area:** 2,072m<sup>2</sup>

**On Site:** November 2013

**Operational:** October 2014

**Location:** Kirkintilloch

#### Supply Chain Partners:

Architects – Walters & Cohen

Civil & Structural – Woolgar Hunter

Mechanical & Electrical –

Morgan Sindall Professional Services

BREEAM Consultant –

Morgan Sindall Professional Services

Quantity Surveyor & CDMC –

Sweett Group

Contractor – Morgan Sindall plc

**The Scottish Futures Trust worked in partnership with East Dunbartonshire Council and leading architects through an innovative consultation process to create a reference primary school design. hub West Scotland picked up the design and is turning it into reality: a high-quality, sustainable and affordable primary school fit for modern teaching and learning.**

Currently at hub West Scotland development ‘Stage 2’, the project is progressing swiftly to move on site from November 2013. hub West’s



approach as a development partner has secured the resolution of the challenging site issues such as the existing services infrastructure, historic monument of the canal, steep wooded inclines and previous site usage. The open-plan primary school will be ready for occupancy in autumn 2014. The selected site offers plenty of outdoor learning opportunities supporting the school curriculum.

Value for Money was key in the delivery of the innovative design process and remains integral to the construction phase. Value for Money has also been delivered in the planning and use of technology. The exemplar primary school solution is efficient, effective and so flexible that the Lairdland model for 280 pupils with a requirement of 11 classrooms can be adapted in scale to respond to different briefs and sizes of primary schools elsewhere in Scotland.





“hub West’s processes for design and project management have been critical in developing an excellent design to support joint working.”

John Donnelly, NHS Greater Glasgow & Clyde

## CASE STUDY 6: EASTWOOD HEALTH AND CARE CENTRE

**PARTICIPANT:** NHS GREATER GLASGOW & CLYDE AND EAST RENFREWSHIRE COUNCIL  
AN EXEMPLAR DESIGN PROCESS AND DESIGN GUIDE FOR FUTURE PRIMARY CARE FACILITIES IN SCOTLAND

### FACT FILE

**Project Type:** New-build using exemplar design principles

**Project Value:**  
£14.5million

**Gross Internal Floor Area:**  
6,190m<sup>2</sup>

**On Site:** January 2014

**Operational:** March 2015

**Location:**  
Drumby Crescent

**Supply Chain Partners:**  
Architects –  
Gareth Hoskins Architects  
Civil & Structural –  
Morgan Sindall Professional Services  
Mechanical & Electrical –  
Wallace Whittle  
Quantity Surveyor & CDMC –  
Thomas & Adamson  
Contractor – Morgan Sindall plc

This project is delivering new-build facilities which will help to re-shape the way in which health and social care services are delivered within the Eastwood area of East Renfrewshire. The changing demographics are impacting on care requirements and the model environment solution being developed will support improved access, public experience and service co-ordination with the potential to become a blueprint design.

“The Eastwood Health and Care Centre presents us with the opportunity to put the principles established through our Reference Design Project developed jointly with Hub West Scotland and Scottish Futures Trust into practice. The new Centre for Greater Glasgow & Clyde NHS and East Renfrewshire Council allows the innovative thinking on the collocation of services and new methods of agile working to be realised through a live

project and to set a benchmark for the quality of other such facilities to be delivered through the Hub programme across Scotland.”

**Gareth Hoskins OBE**  
**Gareth Hoskins Architects**



## HUB WEST SCOTLAND PARTICIPANTS

City of Glasgow College

Clydebank Re-built

Clyde Gateway Developments

East Dunbartonshire Council

East Renfrewshire Council

Elderpark Housing Association

Glasgow City Council

Glasgow Housing Association

The Glasgow School of Art

Inverclyde Council

NHS Greater Glasgow & Clyde Health Board

Police Scotland

Renfrewshire Council

Scottish Ambulance Service

Scottish Fire and Rescue Service

West Dunbartonshire Council

## SUPPLY CHAIN PARTNERS

hub West Scotland selected and appointed 80 partners to its supply chain following an extensive PQQ process to deliver a broad spectrum of services and experience.

During 2012–13, over three-quarters of the Supply Chain Partners have been given an opportunity to be selected for projects with over half of the partners appointed and actively engaged on projects.



---

hub West Scotland acknowledges the photographs and images within this report which have been supplied and reproduced with the kind permission of its project participants and supply chain partners.

This report is printed on recycled material with ECF fibre from sustainable forests.



44 Elliot Street Mews  
Glasgow  
G3 8DZ

T: 0141 530 2150  
E: [information@hubwestscotland.co.uk](mailto:information@hubwestscotland.co.uk)  
**[www.hubwestscotland.co.uk](http://www.hubwestscotland.co.uk)**