



The Shields Centre – 2014



Hillhead Community Centre - 2014

# West hub Territory

Territory Delivery Plan  
April 2015 – March 2018

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Territory Delivery Plan  
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The Shields Centre art work

# 1 Introduction

This is the fourth Territory Delivery Plan (TDP) which has been developed for the West hub Territory. The TDP has been developed in close liaison with the Territory Partnering Board and reflects the Board’s aspirations for the development of the Partnership (The Participants, hWS and other stakeholders) in the West Territory. The TDP takes cognisance of and seeks to reflect the knowledge gained and lessons learnt during its’ initial 3 years of operation, as well as the changing context within which the Territory now operates.

In a change from previous TDPs, this document sets out the Territory Partnering Board’s ambitions for the Partnership for the next 3 year period, rather than being a single year plan.

By developing a TDP which spans financial years 2015/16 – 2018/19, the Partnership has been able to develop medium term requirements and delivery strategies. This enables hub West Scotland (hWS) and the stakeholders to put in place appropriate resources and structures to address the requirements of the TDP.

The Territory Partnering Board and Partnership stakeholders in preparing this TDP, recognise the commitment which they are making to the Aims, Principles and Objectives of the hub Initiative as defined within the Territory Partnering Agreement (TPA). The Partnership is committed to delivering these requirements and considers that the TDP addresses them positively.

hWS is now in full project delivery mode, with 15 projects being forecast to reach financial close during 2015/16. Currently there are 10 of the 16 Participants engaged in developing projects. The number of qualifying projects has increased to 34, with a development value of approximately

£285 million and there is a future project pipeline with a development value in excess of £311 million.

At the same time the number of Primary Contractors engaged in project delivery has increased to 10.

## Achievements to date

Since its formation on April 2012 the Partnership as at April 2015:

1. Completed 7 projects (value of £26,851,937);
2. Progressed 6 projects to construction (value of £33,915,528);
3. Progressed 14 projects to the development stages (value of £188,104,059);
4. 6 Qualifying Projects (value of £35,732,353)
5. Developed a project pipeline with a value of £285 million
6. Created 19 new jobs; and
7. Enabled 39 work placement days and 126 construction visits.

Increased delivery activity has been matched by a broadening in the experience levels of the Participants and hWS. This knowledge and understanding of the Partnership and its processes have directly informed the TDP and have assisted in the development of well considered and robust Key Requirements.

**Section 2** identifies the Public Sector Participants who are party to the Territory Partnering Agreement and who constitute the Territory Partnering Board. It also identifies the geographic catchment area of the

West hub Territory and its' operating environment. This provides the context for the Territory's specific requirements and ambitions of the Partnership.

**Section 3** sets out the Key Requirements and Delivery Strategies for the development of the Territory and in doing so identifies the stakeholders responsible for delivering these requirements. The information within the TDP will be used to inform hWS's Business Plan and the services which it will provide to Participants.

The Aims, Principles and Objectives of the hub Initiative as identified within the Territory Partnering Agreement are contained within **Section 4**. These have been committed to by the Partnership.

In accordance with the requirements of Schedule 11 of the TPA, the list of Territory Qualifying Projects is contained within Appendix B. Additionally a schedule of potential projects forms Appendix C. The current performance measurements (KPIs) are contained within Appendix D. Updated Participants Capital Plans Appendix E.

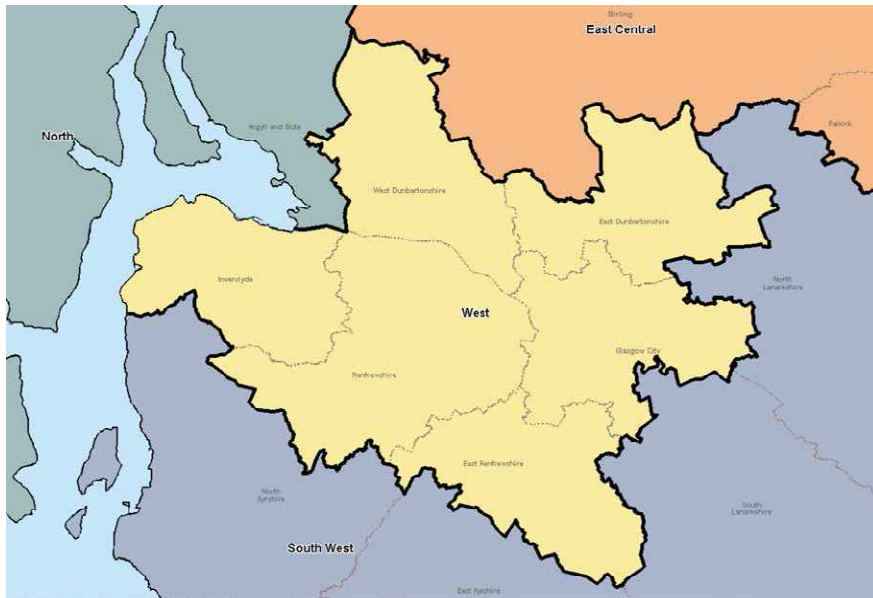


**The Shields Centre**



## 2 The Territory

The West hub Territory is one of five territories, created as part of the hub initiative and each Territory has a population of about 1.2 million people and is coincident with the NHS Board, and Local Authority boundaries and the whole territory is covered by the one health authority, NHS Greater Glasgow and Clyde, the Lead Participant. It is primarily an urban/suburban area, with outlying rural elements and pockets of significant deprivation in Glasgow City, Renfrewshire, Inverclyde and West Dunbartonshire which have a bearing on services provided and access to those services.



West hub Territory Map

### The Participants

The Participants which constitute the Territory Partnering Board and by signing the Territory Partnering Agreement, have committed to work in Partnership with hub West Scotland are:

- **Local Authorities** - East Dunbartonshire Council , East Renfrewshire Council, Glasgow City Council, Inverclyde Council, Renfrew Council and West Dunbartonshire Council
- **NHS Boards** - NHS Greater Glasgow and Clyde Health Board
- **Emergency Services** - Scottish Fire and Rescue, Scottish Ambulance Service and Police Scotland
- **Regeneration Companies** - Clydebank Development Company and Clyde Gateway Developments Ltd.
- **Social Landlords** – Elderpark Housing Association and The Glasgow Housing Association Ltd.
- **Higher and Further Education** – The City of Glasgow College and The Glasgow School of Art.

The Participants which include all of the Local Authorities within the Territory, the Emergency services, the Territory’s single Health Board and Scotland’s largest Social Landlord, are the key strength of the Partnership.

Over the period of this plan the potential of this grouping needs to be fully realised and the TDP is focused upon creating the opportunity to develop a high performing partnership which is seen to be delivering Value for Money for the Participants and for the communities which they represent and serve.

## **The Territory Environment**

Since its' formation the Partnership has seen far reaching changes in the environment facing public sector organisations and the wider development sector.

Over the next three years there will be significant political changes anticipated through Westminster, Holyrood and Scottish Local Government elections, this following the 2014 Scottish Referendum. These political processes have the potential to change the political landscape within, and within which, a number of Participants and Local Authorities, operate. Beyond the political context the Participants and hWS continue to operate within a challenging economic climate which has seen reductions in resources across Participants and a wider programme of public sector reform. This financial environment and the continuing changes will present challenges to the Partnership but also brings an opportunity to demonstrate how the HubCo model can support in facilitating cost effective development led transformation within organisations.

The anticipated continuing internal financial and organisational challenges facing many Participants over the period of this plan will be accompanied by wider social changes across the area that we serve. An ageing demographic and a need to continue to deliver health, care, housing and other support solutions will challenge public sector organisations and will require multi-disciplinary responses. Here again hWS has the opportunity to work across Participants to support them in creating joint solutions to the demographic and social challenges being faced across our communities.

Responding to these issues will require hWS to maintain its commitment to working with Participants to come up with creative sustainable

development proposals, as demonstrated in the performance to date on key sustainability performance indicators. Alongside this a number of the projects delivered to date have seen Territory Participants introducing new models of working that exploit technology within project design and delivery. Over the next three years hWS will have the opportunity to support Participants as they respond to changes in how service users access services and organisations maximise the use of technology by employees to deliver the most cost effective and responsive model for delivering public services against a background of continuing financial pressures and reform.

As hWS moves into the next key stage of its development, having been in place for three years, it will face the continuing challenge of demonstrating to existing and potential Participants that it is capable of delivering a programme of major projects to meet and exceed participant expectations. In doing so, hWS will demonstrate to Participants the effectiveness of the model in delivering major capital investment programmes.

Not only must hWS deliver projects successfully, but it must also continue to evolve and broaden its range of services as it strives to become the Participants Development Partner of choice. This transition will require the support of the stakeholders, however once achieved, this will enable hWS to deliver greater benefits to the West Territory.

Over the next three years it will be imperative to meet the aspirations of Participants by successfully delivering against the ambitious programme set out within this Plan whilst continuing to meet the Aims, Principles and Objectives of the hub initiative.

### 3 Development of the TDP

At the November 2014 Territory Development Forum (TDF), the Participants agreed that the TDP should be developed to span a 3 year period rather than the 12 month period adopted by previous TDPs. This decision has enabled the TDP to reflect the medium term aspirations for the Partnership. This approach enables hWS (via its' business plan) to put in place delivery strategies and structures which are based upon a set consistent requirements spanning a number of years.

At the same Forum a proposal was made that the TPB should consider adopting four themes which should be the focus of the Partnership. The potential themes were developed at the TDF by the Participants and hWS, the outcome of which was referred to in the development of the TDP.

Following the Territory Development Forum, a Core Group of Territory Partnering Board members and hWS was established to participate in a series of workshops to develop the TDP. This group agreed that the Themes discussed at the TDF were appropriate as the focus for the TDP and should be adopted as the overarching goals of the Partnership. The Core Group also agreed that a set of associated Key Requirements and Delivery Strategies should be developed to deliver these Themes.

The 4 Themes are:

- **Value for Money**
- **Partnership**
- **Process**
- **Performance Improvement**

**In developing the TDP the Core Group drew upon:**

1. The experience gained from the first three years of operation of the West hub Partnership, including lessons learnt from project delivery and programme development.
2. The recommendations contained within the hub National Review (The Nash Report).
3. The challenges and opportunities which are specific to the West Territory;
4. The outcomes from the Themes workshop held at the TDF;
5. The challenges which each of the Participants organisation is addressing in the medium term.

**The outcome of this process is a TDP which clearly identifies:**

1. The Key Requirements of the Participants;
2. How these will be delivered (via Delivery Strategies);
3. The stakeholder with responsibility for delivering; and
4. The means of measuring implementation of the Delivery Strategies.

#### **The Territory Delivery Plan**

The Territory Delivery Plan responds not only to the specific requirements of the TPB but also to the Aims, Principles and Objectives of the Territory Partnering Agreement (Section 4).

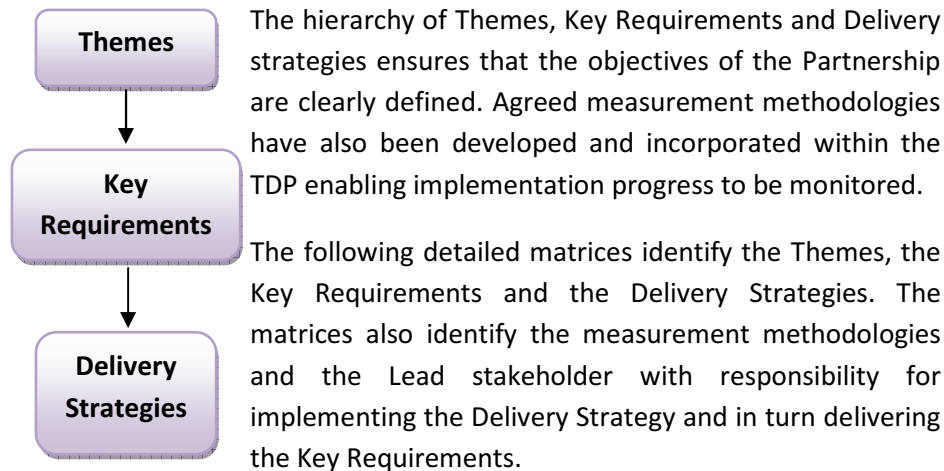
## The Four Themes

The Territory Delivery Plan has been developed to reflect the following 4 themes:

1. Value for Money;
2. Partnership;
3. Process; and
4. Performance Improvement

These Themes are considered to be central to the success of the hub initiative in the West Territory and will be the focus for the next 3 years.

Under each of the Themes are a set of Key Requirements, which will be delivered by the successful implementation of a series of Delivery Strategies.



Lairdland Primary School

*“This year, significant progress has seen two of our first hub West supported projects, Hillhead Community Centre and Lairdland Primary School, move into the build phase with both progressing on schedule. Where we have experienced challenges, we have faced them together with hub West Scotland and this has strengthened our developing relationship.”*

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



## Theme 1 - Value for Money

Successfully demonstrating the delivery of Value for Money (VfM) is of upmost importance for the Partnership. Demonstrating VfM develops greater levels of Participant confidence and increased commitment to the Partnership.

### The primary focus of the VfM Key Requirements is to:

1. Identify value delivered at a project/programme level by complying with agreed cost and programme metrics; and
2. Demonstrate that the Partnership is delivering VfM relative to:
  - a) Other hub Territories; and
  - b) Alternative methods of procurement.

### Identifying successful delivery of VfM in these areas is essential to the continued success of the Partnership as it:

1. Demonstrates that the development process is working efficiently and effectively.
2. Increases Participant confidence in the hub delivery model.
3. Enables Participants to champion the Partnership within their organisations and to commit more projects to hub procurement.
4. Demonstrates the relative effectiveness of hWS compared to other hubcos.
5. Demonstrates empirically the benefits of using hub as opposed to other procurement routes.
6. Provides compelling VfM evidence to potential new Participants.

## VALUE FOR MONEY

Key Requirement	Delivery Strategy	Measurement	Lead Party
<b>Deliver VfM from a financial perspective on a per project basis</b>	hWS to deliver projects within the cost metrics agreed at each stage of project development (Stage 0, Stage 1, Stage 2, Post FC)	Confirm compliance with key cost metrics at Stages 1 and 2 all as KPI 4.2 Compliance with Project Development VfM proposals.	hWS
<b>Deliver VfM from a programming perspective.</b>	hWS to deliver projects within the programme time frames agreed at each stage of project development (Stage 0, Stage 1, Stage 2, Post PC)	Benchmark key programme metrics at Stages 0, 1 and 2 and post FC. All as KPI 3.1 Stage 0 to be tracked against agreed delivery programme.	hWS
<b>TPT input to deliver VfM</b>	TPT to develop and regularly review service level offer for Participant support at project level.	Annual survey of Participants to be undertaken.	TPT
	Review the value provided to the Participants by the TPT.	Annual Review/Report	TPT
<b>Deliver VfM from the Supply Chain</b>	Retain and actively manage a Supply Chain which is fit for purpose and which delivers VfM within the terms of the TPA.	Measure performance relative to KPI 10.1	hWS
<b>Deliver VfM relative to the performance of other hubcos.</b>	hWS to perform at a level which demonstrates VfM is being provided when compared by SFT to other hubcos.	Benchmark hWS performance against performance of other hub Territories.	SFT
<b>Project delivery via hWS to provide better VfM than other procurement options</b>	hWS project data/KPI results to be incorporated in a National benchmarking protocol enabling direct comparison to other procurement options.	Annual Review/Report	SFT
<b>At a programme level deliver VfM from Ongoing Partnering Services</b>	Providing VfM through Local Training and Employment	Project Community Benefits Report KPI 8.1	hWS
	Provide economic gains by providing increased access to work opportunities for local businesses.	Annual Review/Report KPI 8.2	hWS
	Provide benefits to service providers using hWS developed facilities	KPI 8.4	hWS

## Theme 2 - Partnership

The Partnership brings together the majority of the public sector organisations which are operational within the Territory catchment area and over the next three years it is critical to build upon the work to date which has seen learning and joint development across Participants.

### The Key Requirements promote:

1. The identification of joint projects across the Territory;
2. Increased levels of inter Participant collaboration;
3. The development of increasingly robust relationships between the TPB and the hWS Board; and
4. The hWS Partnership contributing to the National Programme at all levels.

The overarching objective of the Theme being to form a stronger Partnership and one which is committed to the opportunities of maximising collaborative working to generate best value



Sharing best practices with colleagues at the Territory Development Forum

## PARTNERSHIP

Key Requirement	Delivery Strategy	Measurement	Lead Party
<b>Increase the level of effective partnership working across Participant organisations through knowledge sharing and joint projects</b>	Identify on an annual basis (commencement) the opportunities across the programme for joint projects (between Participants).	The number of occasions on which knowledge was shared.	hWS
<b>Promote cross sector partnership working between Participants</b>	Facilitate via the Partnership opportunities for development/service provision discussions between Participants (e.g. LA/Police/SAS)	Annual review of joint project strategies/ commitments to liaise.	Participants
<b>Demonstrate effective partnership working between the TPB and hWS (need to consider corporate and operational)</b>	Develop and foster a broader range of relationships between members of the respective Boards	Review on an annual basis	All
	Relationship between the strategic plans of the hWS Board and the TPB needs to be strengthened	Review on an annual basis	hWS/TPT
<b>Contribute to and influence hub national practice</b>	Greater level of visibility from hWS Board Members.	Review on an annual basis	hWS
	Make a positive contribution to the hub community through the various forums and influence Best Practice (e.g. SFT, metric, reference designs, wider hub practice). Contribute to developing and influencing National practice.	Annual review identifying where hWS has made an impact upon National Practice	hWS/TPT
	Develop a sustainable long term delivery model for the TPT	Long term funding been secured?	SFT/TPB
	Form links to wider SFT work programmes to facilitate efficiency /Best Practice initiatives being adopted by stakeholders	Annual review Lead TPT	TPT

### Theme 3 - Process

The Partnership in the West Territory is now commencing its fourth year of operation and is delivering projects with an approximate value of £285m. The reinforcing and strengthening of delivery processes at a project level and governance at TPB level is the focus of this Theme.

#### The Key requirements associated with Process reflect:

1. The requirement to continually challenge, amend and finesse the technical delivery procedures to enable more effective delivery of projects.
2. The need to de risk areas of the process which are central to the successful planning and delivery of projects (Affordability Caps).
3. The recognition of the benefits of a strengthened role for the Territory Partnering Board.

### PROCESS

Key Requirement	Delivery Strategy	Measurement	Lead Party
<b>Improvements in key stages of hub Method Statements(from project options appraisal and site selection through to qualifying projects, NPR, Stage 1 etc)</b>	TPT and hWS to apply greater level of scrutiny to QP process. QP forms to be supported by resourcing plan from hWS and Participant	Annual review of support documentation provided with QP	TPT
	Develop strategy to produce more robust yet realistic Affordability Caps to increase certainty at NPR stage	Compare Stage 1 cost with A/C.	hWS/TPT
	Develop Pricing tools to facilitate easier Affordability cap calculation e.g. schools pricing model.	Compare Stage 1 cost with A/C.	hWS

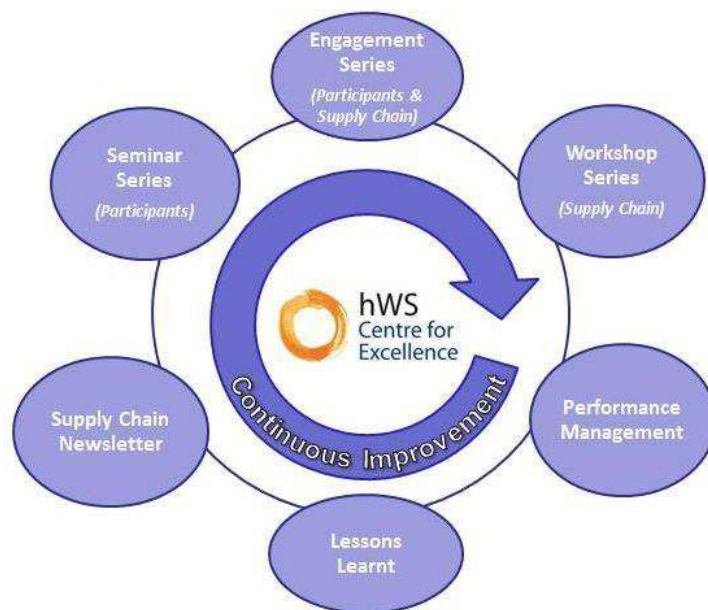
	Offer and if required implement KSR or other review processes at Stages 0 and 1 to ascertain Participant's state of readiness to progress.	Check annually that projects have been reviewed.	TPT
	Method Statements to be aligned with processes being applied at project level; maintain alignment on an annual basis	Action completed	hWS
<b>Increase appropriate use of Strategic Partnering Services</b>	Analyse current use of Strategic Partnering Services. Are Participants using them effectively to develop Strategic opportunities? Encourage use in year 1 for the development of corporate asset management plans and in years 2-3 promote use to support joint working opportunities (early stage feasibilities).	Annual review of usage	Participants
<b>Increase the effectiveness and level of engagement of the Territory Partnering Board.</b>	Board Agenda to adopt the 4 themes and Board to have appropriate and effective membership.TPB to be more forward looking /development focussed. Review to be undertaken of gaps in Board Participation and Participant representatives ( e.g. RSLs)	Review of Board reporting against the 4 Themes and Attendance Report	TPT/TPB
	Board Members to actively consider hub within their procurement options appraisal.	Annual review	Participants
	Develop "Benefits of hub " document to enable Participants to champion hWS	Completed	SFT
<b>Increase understanding of all parties of the hub delivery processes adopted to enable greater focus upon efficient delivery rather than MS compliance.</b>	Develop technical hub process guide and a guide to the TPA and the hub Contracts.	Completed	SFT
	Offer and if required implement project team induction at the commencement of each project Stage.	KPI 2.2	hWS/TPT
	Develop formalised hub induction for team members new to hub project delivery	Annual review	hWS/TPT

## Theme 4 – Performance Improvement

Whilst the Partnership has developed a considerable project pipeline, it is recognised that project flow based on participant confidence and effective delivery is central to future sustainability.

### The Key requirements associated with Performance reflect:

1. A need to anticipate and understand the changing requirements of the market within which the Partnership operates
2. A requirement to continue to service and identify new and existing markets to maintain an effective supply chain.
3. Focus on learning to inform future development and deliver best value for Participants.



hWS Centre for Excellence model

## Performance Improvement

Key Requirement	Delivery Strategy	Measurement	Lead Party
<b>Improving hWS's share of the available market.</b>	Identify total available market within the Territory for hWS, via analysis of Participants Corporate Plans.	Identify proportion of market share which hWS secured within the reporting period. Analysis to be undertaken on a per Participant basis and a per building type/sector basis.	TPT
	Participants to identify future areas of programme development growth and areas which may be in decline to enable hWS to understand how its medium to long term market is developing. Identify new sectors (e.g. Higher Education)	Identify support/direction provided	Participant
<b>hWS as a Learning Territory</b>	hWS to establish new development structures within the parameters of the TPA to respond to Participant requirements (To become the Development Partner).	Annual review	hWS
	hWS/TPT to publish Case Studies/Lessons Learnt at project level to enable all Participants to benefit from Learning process	Review annually the number of Case Studies/Lessons Learnt Papers published	hWS/TPT
	Participants to publish lessons learnt in respect of internal management/project delivery matters (e.g. delegated authority), facilitating cross Participant learning	Review annually the number of Lessons Learnt Papers published	Participant
	6 monthly Territory Development Forums to be relevant to Participants	Review attendance levels at each forum and survey attendees.	TPT
	Centre of Excellence events to be relevant to Participants and Supply Chain	Review attendance levels at each forum and survey attendees.	hWS

## The stakeholders

Across all of the Themes, the TDP identifies the stakeholders responsible for leading and ultimately delivering the Key Requirements. This approach provides clarity of responsibility and importantly fosters a strong partnership approach in making the success of hub within the West Territory a joint responsibility.

### The stakeholders identified are:

- Hub West Scotland
- The Participants
- The Territory Partnering Team ; and
- Scottish Futures Trust (SFT)

hWS is identified as being responsible for leading on the majority of the delivery strategies, this is a function of their level of involvement in the delivery of the programme of projects across the Territory and their ability as development partner to implement initiatives provide wider development services across the Territory.

The areas of responsibility allocated to the Participants are focused around their performance as Partners both with hWS and with other Participant organisations. Key Requirements include:

1. Identifying opportunities for joint working,
2. Sharing project delivery experiences;

3. Considering hub as part of their options appraisals; and
4. Knowledge gained from an internal management perspective as how best to engage with hWS.

This focus will assist in promoting more effective partnership working. Promoting procurement through hWS is also an important responsibility of the Participants; they are expected to act as Champions of the Partnership.

The Territory Partnering Team takes responsibility for improving effective working between hWS and the Participants. The TPT will also engage with the National hub initiative and ensure that the West Territory inputs to the National Agenda. It is Key Requirement that the TPT is seen to be delivering Value for Money to the Partnership.

The SFT's input to the Partnership is focused upon its ability to provide and develop methods of measuring at a national and territory level the many value for money benefits which can be delivered by working with hWS. Recognising the strength which objective measurement methodologies bring to the Value for Money discussion and in promoting the hub West Partnership, this input is of significant importance.



### **Annual Review/Measuring Success**

Progress needs to be measured on a regular basis to ensure that the medium term objectives are on track to be achieved. An annual review of progress against the Key Requirements and Delivery Strategies of the TDP will be undertaken. Progress will be formally reported to the TPB.

To ensure that the direction given to the Partnership through this 3 year TDP remains relevant to the objectives of the Territory, the TDP's Key Requirements will be reviewed annually to check that they remain relevant in the context of any changes which may have occurred within the Territory.

This is anticipated to be a high level review/update of the Key Requirements rather than a wholesale re development of the TDP.

## 4 Hub Initiative Aim, Principles and Objectives

The Partnership is committed to delivering the Aims of the hub Initiative and in adopting the hub Initiative Principles and Objectives as stated below.

**The hub Initiative Aim** - The purpose of the hub initiative is to establish a long term partnering relationship between hWS and the Participants and for hWS to provide or procure, across the Territory as a whole, the provision of appropriate accommodation and related services to the Participants and others involved in providing Community Services with the aim of:

1. improving the efficiency of delivery of community-based facilities;
2. delivering economies of scale through shared facilities;
3. making the best use of public resources; and
4. providing continuous improvement in both cost and quality in public procurement

The scope of the hub initiative, which is Territory based, covers the provision of services for the design, development and/or refurbishment of community based facilities, delivered by hWS in the West hub Territory. It provides a new procurement option for public sector bodies and encompasses a range of services which may include estate management, service planning, and regeneration activities.

The benefits of the hub initiative arise largely from the public sector bodies who sign up having a long term relationship with a Partner who can invest in establishing a Supply Chain that can rely on a pipeline of work over a 20 to 25 year period, thereby delivering economies of scale.

### Hub Initiative Principles

The following principles underpin the delivery of the parties' obligations under the Territory Partnering Agreement:

1. To develop close working relationships between hWS and the Participants at all levels.
2. To focus on achieving the best value for money operational performance within agreed timescales.
3. To set in place business and cultural processes to enable the Participants and hWS to establish and agree challenging time and performance objectives, and to meet or better them.
4. To recognise each other's needs, constraints, limitations, capabilities, roles and responsibilities to achieve mutually beneficial outcomes.
5. To identify, by regular monitoring, weaknesses and strengths in the relationship between and amongst the Participants and hWS and to work together to overcome the weaknesses and to build on the strengths.
6. To commit to the early recognition and resolution of differences, conflicts and disputes between and amongst the Participants and hWS in a 'no surprises' environment.
7. To appoint within each of the Participants and hWS, co-ordinators at senior level who will support, defend and promote the long-term strategic partnering between them and its principles of operation.

8. To develop openness and trust in a transparent information and data sharing environment; and
9. In accordance with the Equality Requirements to positively promote equal opportunities by combating discrimination on the grounds of race, ethnicity, religion, nationality, gender, disability, age or sexuality and promoting good relations between all sections of the community in 'everything we do' including:
  - (a) delivering high quality Community Services for end users; and
  - (b) working with the local community, Community Health Partnerships, Community Planning Partnerships and partners in the public, private or voluntary sectors.



On site at Maryhill Health and Care Centre

## Hub Initiative Objectives

The hub Initiative Objectives (as approved by the hub National Programme Board) are as follows:

1. Sustained and efficient design and delivery of facilities, executed with service user requirements taken fully into account, which achieves procurement value for money and results in efficient use of assets.
2. An increasing number of services provided locally in communities through collaborative working from single sites (wherever possible and appropriate) leading to better outcomes for service users.
3. Reinforces joint strategic planning, investment, asset management and service delivery.
4. Delivers demonstrably better value for money on a stable, long-term basis than alternative Procurement arrangements.
5. Incorporates consideration of joint asset management strategies to ensure best use of available infrastructure.
6. Incorporates consideration of joint asset management strategies to ensure best use of available infrastructure.
7. Is flexible in its ability to respond to evolving service strategies, and in being able to support delivery thus able to generate sufficient project size, volume and deal flow to attract private finance into the delivery and long term management of service infrastructure where enhanced value for money can be achieved through that form of arrangement through different contractual/funding routes.

8. Is able to generate sufficient project size, volume and deal flow to attract private finance into the delivery and long term management of service infrastructure where enhanced value for money can be achieved through that form of arrangement.
9. Engenders joint learning and continuous improvement in both public sector client procurement teams and their private sector partners and enables the sharing of innovation and best practice and the generation of economies of scale across Scotland.
10. Increases opportunities for local employment & training.
11. Incorporates full consideration of service delivery requirements, enabling joint service working leading to better outcomes for service users and providing a focus for community engagement.
12. Supports the delivery of national and local sustainability targets; and
13. Increases opportunities for the delivery of community benefits, including the provision of opportunities for SMEs and local companies and the employment of local people.



**On site at Eastwood Health and Care Centre**