

A BRIGHT FUTURE WITH
HUB WEST SCOTLAND
ANNUAL REPORT
2017–2018



**KEY ACHIEVEMENTS
APRIL 2017 – MARCH 2018**

PROJECTS COMPLETED

- Thomas Muir Primary School
- St Flannan's Primary School
- Our Lady and St Patrick's High School
- Barrhead High School
- Kilpatrick Assisted Special Needs School
- Dumbarton Care Home
- Orchard View Continuing Care Facility
- Kirkintilloch Town Hall

AWARDS

- 4 awards for Eastwood Health and Care Centre
- 3 awards for Orchard View Continuing Care Facility

BUSINESS DEVELOPMENT

- Launched our Housing Delivery Model which has resulted in 100 new homes being developed this year
- Refreshed our Supply Chain to include the best performing organisations

COMMUNITY BENEFITS

- Launched our first Helping Hands event, working with our supply chain to renovate the Harestanes Community Centre
- Introduced our Ready, Steady, Girls Construct! programme in partnership with BAM, designed to attract female pupils into the construction industry



IN THIS YEAR'S ANNUAL REPORT WE CELEBRATE THE ACHIEVEMENTS MADE TO DATE AND PRESENT OUR EXCITING VISION FOR THE FUTURE.

Our plan

Our performance over the past two years has been excellent and audited KPIs demonstrate that we are consistently delivering projects on time, within budget and to a very high level of quality. Quality has been recognised by the host of awards won including four awards for Eastwood Health and Care Centre and the shortlisting of Clydebank Leisure Centre for the 2018 RIAS/RIBA Andrew Doolan Best Building in Scotland Award.

This year we also achieved accreditation to ISO 9001:2015 through BSI, which is testament to the quality of our processes and practices.

From this solid platform we are working to nurture the partnership by building stronger relationships, expanding our services and promoting the benefits that we offer.

Our portfolio now spans housing, facilities management and strategic consultancy and we are encouraging early engagement and involvement at the strategic planning stage – where we can add the greatest value.

With the establishment of the enabling fund, a more strategic contribution from our Supply Chain Partners, and our close relationships with the teams that lead infrastructure investment, we are now in a stronger position than ever to support Participants and add value. We can provide the insight, capabilities and resources needed to help develop benefits-led business cases and successfully secure investment by helping to demonstrate how the investment will maximise economic, social and environmental outcomes.

We have reached out and connected to many new Participants and added Housing Delivery Partners in recent months and look forward to welcoming them to hub West Scotland in the coming year.

A handwritten signature in black ink, reading "Iain Marley". The signature is fluid and cursive, with a long horizontal stroke at the end.

**Iain Marley
CEO
hub West Scotland**

Our offer

AT HUB WEST SCOTLAND WE UNDERSTAND THAT EACH PROJECT IS UNIQUE.

That's why we work with our Participants to design an individual approach and tailor the project delivery structure to provide a customised Supply Chain and project delivery. Not only does this deliver greater cost and programme certainty, but it also means we can be flexible in the services we provide to each project.

Our approach as a professional Development Partner is to offer a full range of services, engaging with Participants early so we ensure the best value is driven into projects from the very beginning. Our Strategic Support Partnering Services provide fast and efficient access to procure from our Supply Chain, develop robust project briefs, access sites and give certainty over cost and programme. We involve our Main Contractors early

to bring their expertise into the project and help remove risk from the outset.

We focus on developing long-term relationships with our Participants that are built on a foundation of trust, collaboration and partnership. This philosophy is central to our operation and a key factor in our ability to deliver projects and programmes successfully.

We also look at the broader, long-term picture rather than taking a

transactional, one-off approach to project delivery. Our recent introduction of estate reviews to our service portfolio reflects this – we work with Participants to undertake a strategic assessment of needs and evaluate options based on outcomes, benefits and risks to determine the best value deliverable strategy and implementation plan.

By working collaboratively with Participants and our Supply Chain, our working environment is one of continuous learning and improvement. Through our Centre for Excellence we continue to refine our processes to ensure we provide the best, most efficient, value for money services available in the market.



What's new

A NEW APPROACH TO SOCIAL HOUSING PROJECTS

This year we have introduced a quick and accessible model for delivering social housing that is unique in the market.

By collaborating with top Scottish Delivery Partners early in the process, we can deliver housing with greater time and cost certainty. This is achieved by engaging pre-vetted Delivery Partners from the outset – the procurement process is simplified and you have access to their expertise early to de-risk the project.

This approach also offers Participants an opportunity to work together and realise efficiencies. Be it a joint

procurement initiative to leverage opportunities for small and difficult sites, collaboration in design and specifications, or a consolidated community benefits programme, hWS can bring Participants together to drive improved value for money.

STRATEGIC ESTATE REVIEWS

We now also offer strategic estate reviews to develop a forward looking estate strategy. We gather information on the existing estate, map demand versus supply, identify opportunities for collaboration and undertake condition surveys.

Through a clear blueprint for development, the resulting estate

strategy can reduce total project and operating costs, improve financial and non-financial ROIs and deliver an estate that is integrated and sustainable.

We can also help Participants achieve best value from the sale or development of their property assets.

WE HAVE ESTABLISHED THE DEVELOPMENT FUND

We will soon introduce a Development Fund which will provide seed corn financing to individual (or groups of)

Participants who put forward innovative social infrastructure or service delivery projects.

This funding supports early stage feasibility work so proposals can be tested and accelerated.

The funding is designed to encourage the development of emerging ideas, innovation, Participant collaboration and a more strategic working relationship with hWS.

WE ARE EXPANDING OUR REACH

The expanded range of services is proving attractive to existing and new Participants and broadening the sectors we work in. We see that our housing model is attracting Registered Social Landlords, while strategic estate reviews are of particular interest to the Further Education sector.

This means greater opportunities for partnership and collaboration for all those working with us.



Success

TOGETHER WE HAVE DELIVERED OVER £430M OF COMMUNITY ASSETS OVER THE LAST 6 YEARS, AND THE QUALITY OF OUR DEVELOPMENTS IS HAS BEEN RECOGNISED IN OVER 25 AWARDS.

 **£160M**
14 EDUCATION FACILITIES

 **£25.9M**
7 COMMUNITY FACILITIES

 **£12.8M**
7 EARLY YEARS FACILITIES

 **£23.3M**
1 LEISURE CENTRE

 **£118M**
8 HEALTH AND CARE CENTRES

 **£33.5M**
5 OFFICES

 **£21.5M**
2 CARE HOMES

 **£34.8M**
4 LISTED BUILDINGS

WE BELIEVE THE KEY TO OUR SUCCESS HAS BEEN:

- **Our ownership structure as a public-private partnership** – our offer is unique in delivering rebates and dividends to public sector Participants and Shareholders.
- **The strategic relationships we have established with Participants** – we are in a unique position to understand their strategic objectives and add value to their estate.
- **Close involvement from the Scottish Futures Trust** – this collaboration gives us exclusive insight into future funding streams, so we can position our Participants' projects to qualify for funding.
- **Our 'one stop shop' services from project conception to completion** – which enables Participants to move more quickly into project development, thanks to committed Supply Chain partners who provide a vast breadth of expertise.
- **Partnerships focused on trust and understanding, shared learning and working together over the long-term** – this approach has enabled us to continually refine and improve the quality and efficiency of our service offering. We have significant experience in a multitude of sectors and continue to expand into new sectors by understanding and addressing Participant challenges.



Dumbarton Council Office
West Dunbartonshire Council



Our partners

THIS YEAR WE RENEWED OUR SUPPLY CHAIN.

We have selected a mixture of existing Supply Chain partners who have demonstrated excellent performance and commitment to the partnership and new partners who broaden our capabilities and offering. With a vast breadth of experience across all sectors, we believe our Supply Chain represents the best consultancies and contractors Scotland has to offer.

Our ongoing investment in our relationship with our Supply Chain has transformed the way we work. Together we are strengthening the partnership through collective experience; working to be the best in the industry through delivering great quality and real community benefits. We are also working together to support Participants by providing solutions to their common challenges, like the delivery of early years facilities and housing.

We can now offer expertise and assistance in developing strategic estate reviews and business cases. By being involved early in the development process, we can bring a combination of support from the Development Fund, Strategic Services and our Centre for Excellence.

Early contractor involvement also allows Participants to tap into our Supply Chain's experience in programming, cost validation and logistics solutions.

With both private and public ownership, we have a unique relationship with the Scottish Government and the Scottish Futures Trust. This puts us in an unrivalled position to understand key drivers for future investment and funding for local government. We are using this knowledge early in project development to improve Participants' likelihood of receiving future funding.

Added value

ADDING VALUE TO OUR LOCAL COMMUNITIES THROUGH PUBLIC INVESTMENT IS AT THE HEART OF EVERYTHING WE DO. OUR SUPPLY CHAIN PARTNERS REMAIN COMMITTED TO DELIVERING REAL COMMUNITY BENEFITS AND MAKING A GREATER POSITIVE IMPACT THROUGH WORKING TOGETHER.

This year a highlight was when our staff, consultants and contractors joined forces to deliver the inaugural hWS Helping Hands project.

Together we provided skills, labour and materials to upgrade the community centre at Harestanes in Kirkintilloch. Home to pensioners, school clubs, toddler groups and Brownies, the community centre had fallen into disrepair over the years. We spent a week repairing the external fabric and roof, installing new windows and painting both inside and out. The rotting floors were repaired and new external doors were fitted. We provided the community centre with new kitchen appliances and they showed their appreciation by feeding the volunteering workforce over the week.

We also held our first Education roadshow at Turnbull High School in Bishopbriggs. With help from our Supply Chain we showcased more than 50 careers in construction, and students had an opportunity to meet with lawyers, contractors, design consultants and trades people. They were given insight into the qualifications they would require for each profession, what a career in that profession could provide and how much they could expect to earn. The students left with plenty to think about and a better understanding of the career options the construction industry can offer.

 **85**
APPRENTICESHIPS

 **166**
JOBS

 **11**
GRADUATES

 **292**
WORK PLACEMENTS

 **OVER £380M**
WORK AWARDED TO SMEs



OUR PORTFOLIO: EDUCATION



ST NINIAN'S PRIMARY SCHOOL
Inverclyde Council
Value: £8.9M



CARNTYNE PRIMARY SCHOOL
Glasgow City Council
Value: £7.5M



BARRHEAD HIGH SCHOOL
East Renfrewshire Council
Value: £28M



LENZIE MEADOW PRIMARY SCHOOL
East Dunbartonshire Council
Value: £11.1M



BELLSMYRE PRIMARY SCHOOL
West Dunbartonshire Council
Value: £9.6M



OUR LADY AND ST PATRICK'S HIGH SCHOOL
West Dunbartonshire Council
Value: £26.6M



ST PATRICK'S PRIMARY SCHOOL
Inverclyde Council
Value: £6.9M



ST NICHOLAS' PRIMARY SCHOOL
East Dunbartonshire Council
Value: £10.3M



THOMAS MUIR PRIMARY SCHOOL
East Dunbartonshire Council
Value: £12.6M



LAIRDSLAND PRIMARY SCHOOL
East Dunbartonshire Council
Value: £7.6M



HOLY TRINITY PRIMARY SCHOOL
East Dunbartonshire Council
Value: £8.3M



MOORFOOT PRIMARY SCHOOL
Inverclyde Council
Value: £5M



KILMACCOLM PRIMARY SCHOOL
Inverclyde Council
Value: £4.4M



GLENPARK EARLY YEARS
Inverclyde Council
Value: £2.8M



KILPATRICK ASN SCHOOL
West Dunbartonshire Council
Value: £10.2M

OUR PORTFOLIO: HEALTH & SOCIAL CARE



DUMBARTON CARE HOME
West Dunbartonshire Council
Value: £12.9M



SHIELDS HEALTH AND CARE CENTRE
NHS Greater Glasgow and Clyde
Value: £2M



ORCHARD VIEW
NHS Greater Glasgow and Clyde
Value: £8.4M



EASTWOOD HEALTH AND CARE CENTRE
NHS Greater Glasgow & Clyde and East Renfrewshire Council
Value: £14.9M



MARYHILL HEALTH AND CARE CENTRE
NHS Greater Glasgow & Clyde and Glasgow City Council
Value £12.4M

OUR PORTFOLIO: LEISURE AND COMMERCIAL



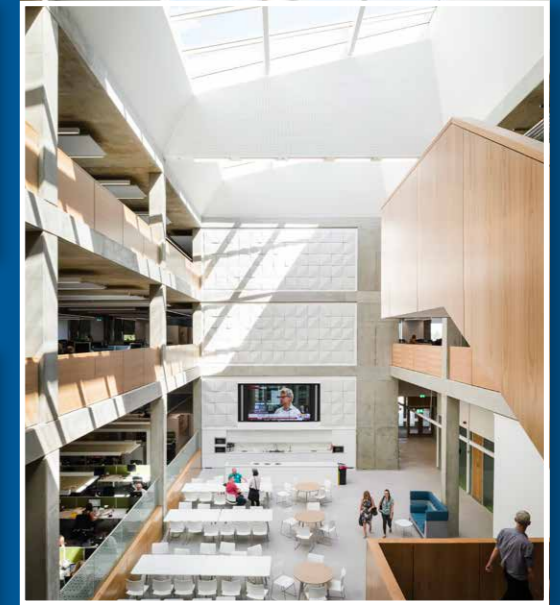
CLYDEBANK EAST WORKSHOPS
Clydebank Re-Built
Value: £1.5M



LEVENSIDE BUSINESS COURT
West Dunbartonshire Council
Value £1.8M



SPIERSBRIDGE OFFICE REFURBISHMENT
East Renfrewshire Council
Value: £0.21M



DUMBARTON COUNCIL OFFICE
West Dunbartonshire Council
Value: £15.5M



GARSHAKE OFFICE REFURBISHMENT
West Dunbartonshire Council
Value: £0.46M



CLYDEBANK LEISURE CENTRE
West Dunbartonshire Council
Value: £23M

OUR PORTFOLIO: COMMUNITY



JOHNSTONE TOWN HALL
Renfrewshire Council
Value: £12.5M



BEARSDEN COMMUNITY HUB
East Dunbartonshire Council
Value: £3.1M



KILMARDINNY HOUSE
East Dunbartonshire Council
Value: £2.4M



HILLHEAD COMMUNITY CENTRE
East Dunbartonshire Council
Value: £2.6M



LENNOXTOWN COMMUNITY HUB
East Dunbartonshire Council
Value: £4M



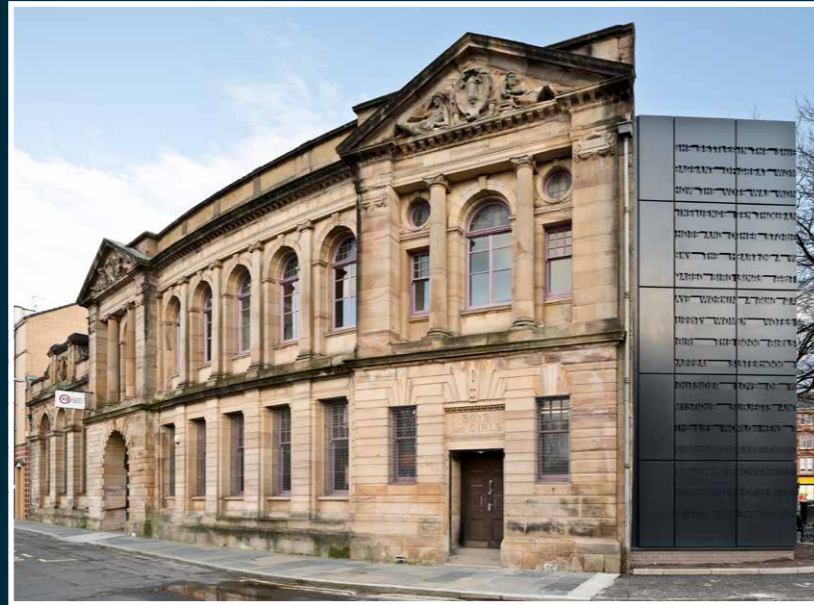
KIRKINTILLOCH COMMUNITY HUB
East Dunbartonshire Council
Value: £0.4M



KIRKINTILLOCH TOWN HALL
East Dunbartonshire Council
Value: £5.3M



RENFREWSHIRE COMMUNITY SAFETY HUB
Renfrewshire Council
Value: £0.97M



GLASGOW WOMEN'S LIBRARY
Clyde Gateway
Value £0.93M

OUR PORTFOLIO: PROJECTS IN DEVELOPMENT



STOBHILL ACUTE MENTAL HEALTH WARDS
NHS Greater Glasgow and Clyde
Value: £10.6M



PAISLEY LEARNING AND CULTURAL HUB
Renfrewshire Council
Value: £6.7M



PAISLEY TOWN HALL
Renfrewshire Council
Value: £22M



GREENOCK HEALTH AND CARE CENTRE
NHS Greater Glasgow and Clyde
Value: £20.8M



WOODSIDE HEALTH & CARE CENTRE
NHS Greater Glasgow & Clyde and Glasgow City Council
Value: £20.2M



CLYDEBANK HEALTH AND CARE CENTRE
NHS Greater Glasgow & Clyde and West Dunbartonshire Council
Value: £19.3M



IC EARLY YEARS
Inverclyde Council
Value: £4M



EDC EARLY YEARS
East Dunbartonshire Council
Value £8M



GORBALS HEALTH & CARE CENTRE
NHS Greater Glasgow & Clyde and Glasgow City Council
Value: £17.2M



BLAIRDARDIE PRIMARY SCHOOL
Glasgow City Council
Value: £12.1M

Our mission is to bring the best
of the public and private sectors together
to collaborate, innovate and deliver
outstanding value for money solutions
that enable the delivery of
improved services.



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