TRIPARTITE AGREEMENT
among
GREATER GLASGOW PRIMARY CARE NATIONAL HEALTH SERVICE TRUST
THE LENNOXTOWN INITIATIVE
and
EAST DUNBARTONSHIRE COUNCIL.

FAS 4979
TWA: 3998.35
TRIPARTITE AGREEMENT

among

GREATER GLASGOW PRIMARY CARE NATIONAL HEALTH SERVICE TRUST established pursuant to the Greater Glasgow Primary Care National Health Service Trust (Establishment) Order 1998 and having its Headquarters at Gartnavel Royal Hospital, Glasgow (who and whose statutory successors are hereinafter referred to as "the Trust")

and

THE LENNOXTOWN INITIATIVE, a Company Limited by Guarantee (Company Number 221335 and having its Registered Office at 51-53 School Lane, Lennoxtown, Glasgow G66 7LX (hereinafter referred to as "the Initiative")

and

EAST DUNBARTONSHIRE COUNCIL established pursuant to the Local Government etc. (Scotland) Act 1994 and having its Headquarters at Tom Johnston House, Kirkintilloch (who and whose statutory successors are hereinafter referred to as "the Council")

WHEREAS

FIRST The Trust intends to sell the Lower Site
SECOND The Council, the Trust and Scottish Enterprise Dunbartonshire have with the community of Lennoxtown established the Initiative.

THIRD The Council, the Trust and the Initiative wish to foster the health and socio-economic regeneration of Lennoxtown which shall be coordinated and promoted by the Initiative and to obtain receipt from the Lower Site at the earliest possible opportunity but without prejudice to the necessity to maximise receipts.

FOURTH The Trust has agreed to make available to the Initiative the Net Receipts from the sale of the Lower Site to assist with the objectives set out in recital (Third) and including the operational costs of the Initiative and

FIFTH The Trust has agreed if requested by the Council following a request by the Initiative to the Council to transfer the ownership of the Upper Site to the Council for the purposes of the Initiative.

SIXTH The Trust, the Initiative and the Council have agreed to enter into this agreement

1 Definitions

1.1 In this agreement the following Definitions shall apply wherever the context so admits.

1.1.1 "Agreement" means this Agreement Plan and the Schedule.

1.1.2 "Board" means the Board of Directors of the Initiative.

1.1.3 "Bridging Costs" means a sum equivalent to £1.475M which was transferred to the Trust as bridging finance repayable to the Scottish Executive for the establishment of three community facilities at Leverndale Hospital, Netherton and Overton Court to facilitate the closure of Lennox Castle Hospital.

1.1.4 "Commencement Date" means 29 October 2002 subject to the purification of Clause 3.
1.1.5 "Council Land and Properties" means the subjects shown in Part 8 of the Schedule and shown outlined in red on the attached Plans docqetted as "Council Plans" 1 to 11 both inclusive

1.1.6 "Greenbelt Compatible Leisure Use" means uses relating directly to agriculture, forestry, outdoor recreation and tourism (where this does not conflict with the principles of the Green Belt) in terms of the Strathkelvin Area Local Plan or any succeeding Local Plan for the area.

1.1.7 "Hole Farm" means the whole of the subjects currently owned by M&M and shown outlined in green on the Plan 1.

1.1.8 "Indicative Cash Flow Statement" means the cash flow statement indicative incorporated forming part 2 of the Schedule.

1.1.9 "Lennox Castle Hospital" means the subjects outlined in red on the Plan 2.

1.1.10 "Lower Site" means the subjects at Lennox Castle Hospital shown coloured in dark blue on the Plan 2.

1.1.11 "M&M" means Mactaggart & Mickel Limited incorporated under the Companies Acts (Company Number 13539) and having their Registered Office at 126 West Regent Street, Glasgow.

1.1.12 "Memorandum and Articles of Association" means the memorandum and articles of association forming part one of the Schedule.

1.1.13 "Net Receipts" means the proceeds received by the Trust for the sale of the Lower Site under deduction of (1) properly incurred costs incurred in relation to the closure of Lennox Castle Hospital including all demolition, grubbing up and site clearance costs, service costs attributable to such closure, security costs, all sums which may require to be reimbursed to M&M, Health and Safety costs, costs of statutory compliance and all fees and outlays (including the cost of any surveyor, valuer or other professional...
appointed pursuant to Clause 5.4 or 5.5) and (2) subject to clause 4.1.1 the Bridging Costs.

1.1.14 "Objects" means the Objects set out in recital Third.

1.1.15 "P P P" means Public Private Partnership or any such equivalent financial arrangement.

1.1.16 "Phasing Plan" means the document forming part 3 of the Schedule being the phasing plan approved by the Trust and M&M.

1.1.17 "Plan 1" means the plan marked 1 annexed and executed as relative hereto.

1.1.18 "Plan 2" means the plan marked 2 annexed and executed as relative hereto.

1.1.19 "Plan 3" means the plan marked 3 annexed and executed as relative hereto.

1.1.20 "Prescribed Rate" means two per centum above the Royal Bank of Scotland plc base rate from time to time.

1.1.21 "Project" means any of the Projects.

1.1.22 "the Projects" means the health and socio-economic capital projects listed in part 5 of the Schedule defined and agreed in accordance with Clauses 6.1.1.1, 6.1.1.2, 6.1.1.3, and 6.1.1.4.

1.1.23 "Project Development Team" means the body constituted to validate any Project and validate annual operational draw down and make recommendations to the Board and containing one director of the Lennoxtown Initiative, a representative of the Council, a representative of SED and a representative of the Trust.
1.1.24 "Protocol, Procedures and Management Systems" means the documents forming part 4 of the Schedule.

1.1.25 "Sale Agreement" means the agreement between the Trust and M & M for the development and sale of the Lower Site.

1.1.26 "SED" means Scottish Enterprise Dunbartonshire.

1.1.27 "Schedule" means the Schedule annexed and executed as relative hereto.

1.1.28 "Site Disposal Team" means a body containing one representative from each of the Trust, Council and the Initiative.

1.1.29 "Sterilise" means render a site incapable of development whether by planning restrictions, title conditions, section 75 Agreement or otherwise.

1.1.30 "Upper Site" means the subjects shown outlined in red on the Plan 3 to include access from the public road or through the Lower Site.

1.1.31 "Village Regeneration Plan" means the Plan and three documents forming Part 6 of the Schedule.

1.1.32 "Working Day" means any day other than a Saturday or a Sunday or which is a local public holiday or bank holiday in Glasgow.

2 Interpretation

2.1 In this Agreement, unless there is something in the subject matter or context inconsistent therewith:

2.2 words importing the masculine include the feminine and words importing the neuter include the masculine and feminine;

2.3 wording importing the singular include the plural and vice versa;
2.4 any reference to an Act of Parliament includes any modification, extension or re-enactment thereof for the time being in force and all instruments, orders, regulations, permissions and directions for the time being made or given thereunder or deriving validity therefrom;

2.5 headings of clauses or paragraphs are included in the Agreement for ease of reference only and shall not affect the interpretation or construction of the Agreement;

2.6 reference in this Agreement to any condition, clause, sub-clause or paragraph without further designation shall be construed as a reference to the condition, clause, sub-clause or paragraph of the Agreement so numbered.

3 Resolutive Conditions

3.1 this Agreement shall be conditional upon:-

3.1.1 the Trust receiving authority from the Scottish Executive to enable the Trust to enter into this Agreement.

3.1.2 the Council receiving Authority from the Scottish Executive to enable the Council to contribute assets owned by the Council to the Initiative.

3.1.3 the Board authorising the initiative to enter into this Agreement.

3.1.4 the Trust being able to vary the Sale Agreement to conform to this Agreement.

3.1.5 the parties approving the terms of the Protocol, Procedures and Management Systems.

3.2 If the resolutive condition 3.1.5 has not been purified by 1 October 2002 or if all of the remaining resolutive conditions are not purified within nine months of the last date of execution of this Agreement, any party shall be entitled but not bound to resile from the Agreement without penalty due to or by any party immediately the
date for purification has passed without purification taking place but declaring that if the parties so agree any of the foregoing dates shall be extended to any subsequent date agreed in writing by the parties.

4 The Initiative

4.1 The Initiative, the Council and the Trust agree to act together to progress the Projects and in order to achieve this aim they agree as follows:

4.1.1 The Trust commits to explore with the Scottish Executive the retention of the Bridging Costs. In the event that the Scottish Executive do not require the repayment of the Bridging Costs, then the Trust will commit these as part of the Net Receipts to the Initiative.

4.1.2 The Trust will commit the Net Receipts from the sale of the Lower Site to the Projects insofar as possible in accordance with the Indicative Cash Flow Statement; for the avoidance of doubt title to the Lower Site will not transfer save on a sale thereof. For the avoidance of doubt the Trust will not be bound to commit the Net Receipts to the Projects until such time as the Trust have actually received relevant proceeds and have made the qualifying deductions therefrom as per the definition of "Net Receipts" hereinbefore contained.

4.1.3 The Projects to be undertaken by the Initiative will be determined by the Board of the Initiative on the recommendation of the Project Development Team and no other Projects will be undertaken without the written agreement of all the parties hereto.

4.1.4 The Initiative has adopted the Memorandum and Articles of Association and the Initiative will not (1) alter any provision of paragraph 3 of the Memorandum and Articles of Association or (2) alter any provision of its Memorandum and Articles of Association which would have the effect that the Company would cease to be a non-profit distributing company recognised by the Inland Revenue as a Scottish charity without the consent of the parties hereto.
4.1.5 The Board will oversee the allocation of the Net Receipts in terms consistent with this Agreement.

4.1.6 The parties hereto will co-operate with each other and act in fairness and in good faith to enable the others to discharge their duties and the objects to be attained and accordingly will respond promptly to requests properly made by the others for approvals, information or assistance.

4.1.7 Save where prevented by reasons of confidentiality each party will, at all times, make full disclosure to the other of relevant information, data reports and opinions with respect to the Initiative.

5 Realisation of Lower Site

The Initiative and the Council accept that the Trust is bound in relation to the disposal of Lennox Castle Hospital to adhere to the terms of the NHS Property Transactions Handbook produced by the National Health Service in Scotland. Subject to that overriding principle, whereas in terms of the Sale Agreement:

5.1 the application for outline planning application (with attached agreed master plan) must be submitted by M&M to the Trust for approval;

5.1.1 the Trust undertakes not to grant such approval unless the Initiative has also approved such application which approval by the Initiative shall not be unreasonably withheld provided such master plan complies with the Village Regeneration Plan. The Initiative shall be bound to indicate to the Trust whether or not it approves such application within four weeks of a copy of the application being submitted to the Initiative and if the Initiative fails to respond within the said four weeks the Initiative shall be deemed to have approved the application;

5.1.2 the Trust will, if requested by the Initiative, exercise the Trust’s rights under the Sale Agreement to require M&M to apply for outline planning permission;
5.2 the Trust can at the design stage call upon M&M to instal infrastructure of greater capacity than that required to service the Lower Site:

5.2.1 the Trust will require M&M to instal the Infrastructure in accordance with the Protocol, Procedures and Management System. For the avoidance of doubt M&M will be entitled to be reimbursed for any costs incurred in complying with the Protocol Procedures and Management System which would not otherwise have been incurred in servicing the Lower Site;

5.2.2 save with regard to the properties at Netherton Hill and Netherton Oval and other properties currently serviced from Lennox Castle Hospital by or at the cost of the Trust, the Trust will not ask M&M to increase the capacity of infrastructure unless requested by the Initiative;

5.3 any variation of the Phasing Plan must be approved by the Trust; the Trust agrees not to approve such variation unless the Initiative also approves such variation which approval by the Initiative shall not be unreasonably withheld. The Initiative shall be bound to indicate to the Trust whether or not it approves any such variation within four weeks of a copy of the variation being submitted to the Initiative and if the Initiative fails to respond within the said four weeks the Initiative shall be deemed to have approved the variation;

5.4 costs which are to be reimbursed to M&M require to be approved by the Trust; the Trust agrees that the professional to be appointed by the Trust to represent the Trust's interests in approving or otherwise such reimbursement shall be a joint appointment of an appropriate professional by the Trust and the Initiative and in the event of the Trust and the Initiative failing to agree on the identity of such professional he shall be appointed by the Chairman or other senior office bearer for the time being of the Scottish Branch of the Royal Institution of Chartered Surveyors on the application of either the Trust or the Initiative;

5.5 the Trust shall appoint an independent valuer to represent the Trust's interests in ascertaining the open market value of the phases to be sold at the Lower Site (other than Phase 1A); the Trust agrees that such appointment shall be made
jointly by the Trust and the Initiative and in the event of the Trust and the Initiative failing to agree on the identity of such professional he shall be appointed by the Chairman or other senior office bearer for the time being of the Scottish Branch of the Royal Institution of Chartered Surveyors on the application of either the Trust or the Initiative;

5.6 the marketing of the phases to be sold at the Lower Site shall take place over a period of time and the Trust agrees that the Initiative shall be entitled to approve the timing of such marketing of such phase such approval not to be unreasonably withheld and a representative of the Initiative shall be entitled to sit on the Site Disposal Team.

6 Project Development Team

6.1 The Project Development Team will meet

6.1.1 on a six weekly basis to review potential Projects and to make recommendations to the Board to proceed if the potential Project meets all of the following criteria:-

6.1.1.1 the potential Project is in accordance with the Lennoxtown Strategy and Action Plan.

6.1.1.2 the potential Project is financially sound and funding for the potential Project is identified and available

6.1.1.3 the potential Project is in conformity with the Protocol Procedures and Management System and

6.1.1.4 the potential Project is deliverable.

6.2 on an annual basis to approve a budget and validate operational costs, and their compliance with the Protocol Procedures and Management System prior to drawdown taking place to the Initiative.
6.2.1 Subject to the Project Development Team approving the potential Project under Clause 6.1.1 and upon such approval being intimated to the Council the Initiative shall have an option to acquire such of the Council Land and Properties as is approved by the Project Development Team in relation to the relevant Project for ONE POUND (£1.00) STERLING by serving an option notice upon the Council in the same terms mutatis mutandis as the Option Notice contained in the Option Agreement.

6.2.2 Otherwise the option set out in Clause 6.2.1 shall be on the same terms and conditions (other than Condition 9 which will not apply) as are contained in the Option Agreement mutatis mutandis.

7 PPP

If the Trust leases from a third party the proposed new integrated care centre or provides the costs thereof through PPP or an equivalent measure the Trust shall be entitled to retain from the Net Receipts a sum equal to the capital cost of providing such new integrated care centre up to a maximum of One million pounds. In this event, the Trust retains the discretion to invest the sum equal to the capital cost of providing the new integrated care centre in Projects which satisfy the criteria in Clauses 6.1.1.1, 6.1.1.2, 6.1.1.3 and 6.1.1.4.

8 Hole Farm

8.1 It is anticipated that as part of the planning process for the Lower Site M&M will require to Sterilise Hole Farm. In addition to any section 75 agreement required by the planning authority, the Trust will procure:

8.1.1 a title condition in favour of the Trust as owners of adjoining property and

8.1.2 a contractual obligation secured by a first ranking standard security over Hole Farm

to the effect that Hole Farm may not be used for any purpose other than Greenbelt Compatible Leisure without the consent of the Initiative. Such contractual obligation shall require to be enforceable by the Initiative and the standard
security in favour of the Initiative or alternative capable of assignation by the Trust to the Initiative.

8.2 In the unlikely event that Hole Farm or any part thereof is developed at a time when the Initiative is still in existence and functioning the sale proceeds (net of costs incurred in the sale) shall be divided in the following proportions:

one third to M&M; and

two thirds to the Initiative

The Trust shall procure that M&M shall grant a first ranking security for such sums together with an acknowledgement that two thirds of such net proceeds are payable to the Initiative. Interest shall be payable at the Prescribed Rate on sums due hereunder to the Initiative which are not paid on the due date.

9 Upper Site

With effect from the date fourteen days after the date that all of the suspensive conditions contained in the Sale Agreement are purified the Council will be entitled for a period of seventeen years to acquire the Upper Site for £1 in terms of the Option Agreement forming part 7 of the Schedule. The parties agree that if the Upper Site is developed for profit the net profit will be divided as follows:-

9.1 to the extent the Upper Site is developed for Greenbelt Compatible Leisure all such net profit will be payable to the Initiative;

9.2 to the extent the Upper Site is developed for any purpose other than Greenbelt Compatible Leisure then:

9.2.1 the Initiative will receive as a priority the net profit up to a sum equivalent to 15% of the sums received by the Initiative from the sale of the Lower Site;

9.2.2 All (if any) remaining net profit will be divided equally between the
If the Initiative subsequently proposes a sustainable development then the Trust at its sole discretion may invest its share of such net profits from any of the sites in that development.

9.3.1 The Council will exercise its option in terms of Clause 9 on request by the Initiative and will only do so on such request.

9.3.2 The Council will procure on the exercise of its option that title to the Upper Site is transferred to the Initiative for no consideration immediately following the exercise of the option under Clause 9, but such transfer to the Initiative shall only occur if the Project Development Team approves the potential Project and intimates such approval to the Council; following the transfer of title to the Initiative the Initiative shall commence the relevant Project no later than twelve months after transfer of title.

9.3.3 If the Initiative so request (notwithstanding the terms of 9.3.2) and subject to the Initiative satisfying the Council that it has adequate funding to develop the Upper Site and discharge any liabilities relating to it, the Council will retain the Upper Site and not dispose of it to any party for a period equal to the longest period for non-disposal attached to any of the funding packages obtained by the Initiative.

9.3.4 In the event that, prior to any conveyance of the Upper Site to the Council, the Upper Site is sold by the Trust to a third party, the whole price paid by such third party under deduction of the costs properly and reasonably incurred by the Trust in relation to such sale, will be distributed in accordance with Clauses 9.1 or 9.2 as the case may be.

9.3.5 The Council undertakes not to consent in terms of Clause 6.2 of the Option Agreement without the consent of the Initiative.

10 Interim Projects
Pending the purification of the Resolutive Conditions in Clause 3 if either Party is able to fund Projects which satisfy the criteria in Clauses 6.1.1.1, 6.1.1.2, 6.1.1.3 and 6.1.1.4 this Agreement shall not prevent such Party from proceeding with such Projects and such Projects may still be identified as a project of the Lennoxtown Initiative provided they are approved as such by the Board. In the event that the Resolutive Conditions in Clause 3 are subsequently purified and such Projects have been funded from resources other than the Net Receipts then the relevant Party shall be entitled to be reimbursed such expenditure on such Projects as has been approved by the Board.

11 Assignation

The rights or duties of the parties under this Agreement shall not be assigned without the prior written consent of the other parties hereto whose consent may be granted or withheld at their entire discretion save that the Initiative shall be entitled to assign their rights hereunder to another not for profit body with the same aims and objectives. If, however the Initiative should go into liquidation, receivership or administration or should cease to exist at any time the rights and liabilities of the Initiative hereunder shall automatically transfer to the Council without any deed of conveyance or transfer to be used for the benefit of the Lennoxtown Community Area as defined in the Protocol Procedures and Management Systems and in compliance with the preamble to this Agreement.

12 General

12.1 Nothing in this Agreement shall constitute or be deemed to constitute a partnership between the parties hereto or any of them and/or between any of them and the Board.

12.2 This Agreement and the matters referred to herein shall constitute the entire contract and arrangement between the parties hereto and no subsequent change, alteration or modification of this Agreement shall be valid unless in writing and signed by or on behalf of the parties hereto.

13 Notices

Any notice, request, demand, consent or approval under this Agreement shall not be deemed
to have been given unless given in writing and shall be deemed to be sufficiently served at the expiry of forty eight hours after posting if sent by first class recorded delivery post. Any notice to either party hereto shall be sent to its address in this Agreement. In proving service it shall be sufficient to prove that the envelope containing the notice was duly addressed to the party hereto in accordance with this Clause and posted to the place to which it was so addressed and to produce the Recorded Delivery Receipt.

14 Dispute Resolution

Should any dispute arise between the parties hereto as to the true meaning, intent or construction hereof, its termination or otherwise arising out of the Initiative or in relation to it or the business of the Initiative, and whether arising during the Initiative or after its termination, the same shall be referred to the determination of an arbiter appointed by the Scottish Ministers on the application of either party whose decision on the merits of the dispute and on the question of costs shall be final and binding on both of the parties.

15 Proper Law

This Agreement shall be governed by and construed in accordance with the Law of Scotland.

16 Expenses

Each party shall bear their own expenses in connection with this Agreement including the cost of any variation thereof or addendum thereto professional fees incurred by the parties. The stamp duty (if any), and registration dues shall be borne by the Initiative, Trust and Council equally.

17 Registration

The parties hereto consent to registration hereof and to any variation hereof or addendum hereto for preservation and execution: IN WITNESS WHEREOF
This is the Schedule referred to in the foregoing Tripartite Agreement among The Greater Glasgow Primary Care Health Service Trust the Lennoxtown Initiative and East Dunbartonshire Council

Part I

Memorandum and Articles of Association of Initiative
CERTIFICATE OF INCORPORATION
OF A PRIVATE LIMITED COMPANY

Company No. 221335

The Registrar of Companies for Scotland hereby certifies that

THE LENNOXTOWN INITIATIVE

is this day incorporated under the Companies Act 1985 as a private company and that the company is limited.

Given at Companies House, Edinburgh, the 18th July 2001
THE COMPANIES ACT 1985

COMPANY LIMITED BY GUARANTEE
AND NOT HAVING A SHARE CAPITAL

MEMORANDUM and ARTICLES of
ASSOCIATION
of
THE LENNOXTOWN INITIATIVE

Burness
THE COMPANIES ACT 1985

COMPANY LIMITED BY GUARANTEE AND NOT HAVING A SHARE CAPITAL

MEMORANDUM of ASSOCIATION

of

THE LENNOXTOWN INITIATIVE

1. The company's name is "The Lennoxtown Initiative".

2. The company's registered office is to be situated in Scotland.

3. This clause shall be interpreted as if it incorporated an over-riding qualification limiting the powers of the company such that any activity which would otherwise be permitted by the terms of the clause may be carried on, only if that activity furthers a purpose which is regarded as charitable for the purposes of section 505 of the Income and Corporation Taxes Act 1988 (including any statutory amendment or re-enactment for the time being in force). Subject to that over-riding qualification, the company's objects are:

(1) To relieve poverty among the residents of Lennoxtown and environs ("the Operating Area")

(2) To relieve unemployment for the public benefit in such ways as may be thought fit, including assistance to find employment

(3) To advance education among the residents of the Operating Area

(4) To promote training in skills of all kinds, particularly such skills as will assist residents of the Operating Area in obtaining paid employment

(5) To assist in the planning of changes to the housing and physical environment within the Operating Area as part of a wider strategy for relief of the problems of poverty within that area

(6) To relieve ill health, particularly among the residents of the Operating Area

(7) To assist in the provision of housing for people in necessitous circumstances and/or housing which is specially adapted to meet the needs of people suffering from mental or physical disability, illness or impairment

(8) To promote security, public safety, the prevention of crime and the reduction of the fear of crime among residents of the Operating Area
(9) To relieve the needs of people suffering from mental or physical disability, illness or impairment, particularly those resident in the Operating Area.

(10) To relieve the needs of people affected by alcohol and/or drug addiction, particularly among residents of the Operating Area.

(11) To assist in the provision, in the interests of social welfare, of facilities for recreation and other leisure time occupation available to the public at large within the Operating Area with a view to improving their conditions of life.

(12) To promote, establish, operate and/or support other projects and initiatives of a charitable nature for the benefit of the residents of the Operating Area.

In pursuance of those aims (but not otherwise), the company shall have the following powers:

(a) To promote, establish, operate, support and/or co-ordinate projects, initiatives and programmes of all kinds which advance any of the company's objects.

(b) To stimulate the formation of, co-ordinate, monitor and support community groups and other bodies operating within the voluntary sector, the quasi-public sector or the public sector, whose activities further the aims of the company or are otherwise directed towards some charitable purpose.

(c) To commission research, studies and reports in relation to the Operating Area and/or its residents with a view to identifying, evolving and (as appropriate) implementing, appropriate strategies and programmes for advancing the aims of the company.

(d) To liaise with public authorities, potential employers, community groups, voluntary sector bodies and others, all with a view to contributing to the more effective and efficient pursuit of the aims set out above.

(e) To carry on any other activity which may appropriately be carried on in connection with any of the objects of the company.

(f) To promote companies whose activities may further one or more of the above objects, or may generate income to support the activities of the company, acquire and hold shares in such companies and carry out, in relation to any such company which is a subsidiary of the company, all such functions as may be associated with a holding company.

(g) To acquire and take over the whole or any part of the undertaking and liabilities of any body holding property or rights which are suitable for the company's activities.

(h) To purchase, take on lease, hire, or otherwise acquire, any property or rights which are suitable for the company's activities.
(i) To improve, manage, develop, or otherwise deal with, all or any part of the property and rights of the company.

(ii) To sell, let, hire out, license, or otherwise dispose of, all or any part of the property and rights of the company.

(k) To lend money and give credit (with or without security) and to grant guarantees and issue indemnities.

(l) To borrow money, and to give security in support of any such borrowings by the company, in support of any obligations undertaken by the company or in support of any guarantee issued by the company.

(m) To employ such staff as are considered appropriate for the proper conduct of the company's activities, and to make reasonable provision for the payment of pension and/or other benefits for members of staff, ex-members of staff and their dependants.

(n) To engage such consultants and advisers as are considered appropriate from time to time.

(o) To effect insurance of all kinds (which may include officers' liability insurance).

(p) To invest any funds which are not immediately required for the company's activities in such investments as may be considered appropriate (and to dispose of, and vary, such investments).

(q) To liaise with other voluntary sector bodies, local authorities, UK or Scottish government departments and agencies, and other bodies, all with a view to furthering the company's objects.

(r) To establish and/or support any other charitable body, and to make donations for any charitable purpose falling within the company's objects.

(s) To take such steps as may be deemed appropriate for the purpose of raising funds for the company's activities.

(t) To accept grants; donations and legacies of all kinds (and to accept any reasonable conditions attaching to them).

(u) To oppose, or object to, any application or proceedings which may prejudice the company's interests.

(v) To enter into any arrangement with any organisation, government or authority which may be advantageous for the purposes of the activities of the company, and to enter into any arrangement for co-operation or mutual assistance with any charitable body.

(w) To do anything which may be incidental or conducive to the furtherance of any of the company's objects.
And it is declared that

(i) in this clause, "property" means any property, heritable or moveable, wherever situated

(ii) in this clause, and throughout this memorandum of association, the word "charitable" shall have the meaning ascribed to it for the purposes of section 505 of the Income and Corporation Taxes Act 1988, including any statutory amendment or re-enactment for the time being in force.

4. (a) The income and property of the company shall be applied solely towards promoting the company's objects (as set out in clause 3).

(b) No part of the income or property of the company shall be paid or transferred (directly or indirectly) to the members of the company, whether by way of dividend, bonus or otherwise.

(c) No director of the company (other than the chief executive, if he/she is a director) shall be appointed as a paid employee of the company; no director (other than the chief executive, if he/she is a director) shall hold any office under the company for which a salary or fee is payable.

(d) No benefit (whether in money or in kind) shall be given by the company to any director except (i) repayment of out-of-pocket expenses (ii) reasonable payment in return for particular services (not being of a management nature) actually rendered to the company or (iii) reasonable remuneration, and pension and/or other benefits, paid or provided to the chief executive (if he/she is a director) in his/her capacity as an employee of the company.

5. The liability of the members is limited.

6. Every member of the company undertakes to contribute such amount as may be required (not exceeding £1) to the company's assets if it should be wound up while he/she/it is a member or within one year after he/she/it ceases to be a member, for payment of the company's debts and liabilities contracted before he/she/it ceases to be a member, and of the costs, charges and expenses of winding up, and for the adjustment of the rights of the contributories among themselves.

7(a) If on the winding-up of the company any property remains after satisfaction of all the company's debts and liabilities, such property shall not be paid to or distributed among the members of the company; that property shall instead be transferred to some other charitable body or bodies (whether incorporated or unincorporated) operating within the Operating Area whose objects are similar (wholly or in part) to the objects of the company.
(b) The body or bodies to which property is transferred under paragraph (a) shall be determined by the members of the company at or before the time of dissolution or, failing such determination, by such court as may have jurisdiction at the time.

(c) To the extent that effect cannot be given to the provisions of paragraphs (a) and (b) of this clause 7, the relevant property shall be applied to some other charitable object or objects.

8. Accounting records shall be kept in accordance with all applicable statutory requirements and such accounting records shall, in particular, contain entries from day to day of all sums of money received and expended by the company and the matters in respect of which such receipt and expenditure take place and a record of the assets and liabilities of the company; such accounting records shall be open to inspection at all times by any director of the company.
WE, the subscribers to this memorandum of association, wish to be formed into a company pursuant to this memorandum.

Names and addresses of subscribers

1. IAN ROBERT YOUNG
   Kirkland House
   Clachan of Campsie
   GLASGOW
   G66 7AB

2. THOMAS LENAGHAN
   10 Holyknowe Road
   Lennoxtown
   GLASGOW
   G66 7DN

3. JAMES MCGLINCHEY GILMOUR
   Colbeg Farm
   Balmore
   TORRANCE
   G64 4AQ

Dated 26/6/01

Witness to the above signatures:

MARY SHERIDAN
EAST DUNBARTONSHIRE COUNCIL
PARTNERSHIP PLANNING
THE TRIANGLE
KIRKINTILLOCH ROAD
GLASGOW G64 2TR
THE COMPANIES ACT 1985
COMPANY LIMITED BY GUARANTEE AND NOT HAVING A SHARE CAPITAL
ARTICLES of ASSOCIATION
of
THE LENNOXTOWN INITIATIVE

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General structure

1. The structure of the company consists of-

   (a) the MEMBERS - who have the right to attend the annual general meeting (and any extraordinary general meeting) and have important powers under the articles of association and the Companies Acts; in particular, the members take decisions in relation to changes to the articles themselves

   (b) the DIRECTORS - who hold regular meetings during the period between annual general meetings, and generally control and supervise the activities of the company; in particular, the directors are responsible for monitoring the financial position of the company.

2. Membership shall cease

   (a) in the case of a Community Member, on ceasing (for any reason) to be a director (but subject to the qualification that a director who vacates office at the conclusion of a annual general meeting but is immediately re-appointed by the
directors shall be deemed to have continued in office as a director for this purpose)

(b) in the case of a Partner Member, on the dissolution, winding-up, striking-off or receivership of the body which constitutes the member.

3. A member may not transfer his/her/its membership to any other individual or body.

Categories of membership

4. For the purposes of these articles

"Partner Member" means a member admitted under paragraphs (a) to (c) of article 5

"Community Member" means a member admitted under paragraph (d) of article 5.

Qualifications for membership

5. Membership shall be open to the following:

(a) East Dunbartonshire Council
(b) Greater Glasgow Primary Care NHS Trust
(c) Scottish Enterprise Dunbartonshire
(d) any individual who is a director of the company.

Application for membership

6. An incorporated body eligible for membership under paragraphs (a) to (c) of article 5 which wishes to become a member shall lodge with the company a written application for membership (in such form as the directors require), signed on its behalf by an authorised officer of that body; the body will automatically constitute a member of the company immediately upon receipt by the company of the application for membership.

7. An individual eligible for membership under paragraph (d) of article 5 who wishes to become a member shall lodge with the company a written application for membership (in such form as the directors require) signed by him/her; he/she will automatically constitute a member of the company immediately upon receipt by the company of the application for membership.

Membership subscription

8. No membership subscription shall be payable, either at the time of admission or on any periodic basis.
Register of members

9. The directors shall maintain a register of members, setting out the full name and address of each member, the date on which he/she/it was admitted to membership, and the date on which any person or body ceased to be a member.

Withdrawal from membership

10. Any person or body who/which wishes to withdraw from membership shall sign (in the case of a corporate body, through an appropriate officer), and lodge with the company, a written notice to that effect; on receipt of the notice by the company, he/she/it shall cease to be a member of the company.

General meetings (meetings of members)

11. The directors shall convene an annual general meeting in each year (but excluding the year in which the company is formed); the first annual general meeting shall be held not later than 18 months after the date of incorporation of the company.

12. Not more than 15 months shall elapse between one annual general meeting and the next.

13. The directors may convene an extraordinary general meeting at any time.

14. The directors must convene an extraordinary general meeting if there is a valid requisition by members (under section 368 of the Act) or a requisition by a resigning auditor (under section 392A of the Act).

Notice of general meetings

15. At least 21 clear days' notice must be given of (a) an annual general meeting or (b) an extraordinary general meeting at which a special resolution (see article 20) or a resolution requiring special notice under the Act, is to be proposed; all other extraordinary general meetings shall be called by at least 14 clear days' notice.

16. The reference to "clear days" in article 15 shall be taken to mean that, in calculating the period of notice, the day after the notice is posted, and also the day of the meeting, should be excluded.

17. A notice calling a meeting shall specify the time and place of the meeting; it shall (a) indicate the general nature of the business to be dealt with at the meeting and (b) if a special resolution (see article 20) (or a resolution requiring special notice under the Act) is to be proposed, shall also state that fact, giving the exact terms of the resolution.

18. A notice convening an annual general meeting shall specify that the meeting is to be an annual general meeting; any other general meeting shall be called an extraordinary general meeting.
19. Notice of every general meeting shall be given to all the members and directors, and (if there are auditors in office at the time) to the auditors.

Special resolutions and ordinary resolutions

20. For the purposes of these articles, a "special resolution" means a resolution passed by 75% or more of the votes cast on the resolution at an annual general meeting or extraordinary general meeting, providing proper notice of the meeting and of the intention to propose the resolution has been given in accordance with articles 15 to 19; for the avoidance of doubt, the reference to a 75% majority relates only to the number of votes cast in favour of the resolution as compared with the number of votes cast against the resolution, and accordingly no account shall be taken of abstentions or members absent from the meeting.

21. In addition to the matters expressly referred to elsewhere in these articles, the provisions of the Act allow the company, by special resolution,

(a) to alter its name
(b) to alter its memorandum of association with respect to the company's objects
(c) to alter any provision of these articles or adopt new articles of association.

22. For the purposes of these articles, an "ordinary resolution" means a resolution passed by majority vote (taking account only of those votes cast in favour as compared with those votes against, and (as applicable) the chairperson's casting vote), at an annual general meeting or extraordinary general meeting, providing proper notice of the meeting has been given in accordance with articles 15 to 19.

Procedure at general meetings

23. No business shall be dealt with at any general meeting unless a quorum is present; the quorum for a general meeting shall be that number of members which corresponds with one more than 50% (rounded downwards, if necessary) of the total number of members, in each case present in person (in the case of members which are corporate bodies, present via their duly authorised representatives) or represented by proxy.

24. If a quorum is not present within 15 minutes after the time at which a general meeting was due to commence - or if, during a meeting, a quorum ceases to be present - the meeting shall stand adjourned to such time and place as may be fixed by the chairperson of the meeting.

25. The Chair shall (if present and willing to act as chairperson) preside as chairperson of each general meeting; if the Chair is not present and willing to act as chairperson within 15 minutes after the time at which the meeting was due to commence, the directors present at the meeting shall elect from among themselves the person who will act as chairperson of that meeting.
26. The chairperson of a general meeting may, with the consent of the meeting, adjourn the meeting to such time and place as the chairperson may determine.

27. Every member shall have one vote, which (whether on a show of hands or on a secret ballot) may be given either personally (in the case of a member which is a corporate body, via its duly authorised representative present at the meeting) or by proxy.

28. A member who wishes to appoint a proxy to vote on his/her/its behalf at any meeting must lodge with the company, prior to the time when the meeting commences, a written proxy form, signed by him/her, or (in the case of a member which is a corporate body) signed on its behalf by an authorised officer of that body.

29. A proxy need not be a member of the company.

30. A member shall not be entitled to appoint more than one proxy to attend the same meeting.

31. A proxy appointed to attend and vote at any meeting instead of a member shall have the same right as the member who appointed him/her to speak at the meeting.

32. A member which is a corporate body shall be entitled to authorise an individual to attend and vote at general meetings; he/she will then be entitled to exercise the same powers on behalf of the body which he/she represents as that body could have exercised if it had been an individual member of the company.

33. If there is an equal number of votes for and against any resolution, the chairperson of the meeting shall be entitled to a casting vote.

34. A resolution put to the vote at a general meeting shall be decided on a show of hands unless a secret ballot is demanded by the chairperson, or by at least two persons present at the meeting and entitled to vote (whether as members, as representatives of corporate members or as proxies); a secret ballot may be demanded either before the show of hands takes place, or immediately after the result of the show of hands is declared.

35. If a secret ballot is demanded, it shall be taken at the meeting and shall be conducted in such a manner as the chairperson may direct; the result of the ballot shall be declared at the meeting at which the ballot was demanded.

Maximum number of directors

36. The maximum number of directors shall be 15; of this number:

(a) a maximum of 3 directors shall be individuals appointed by Partner Members ("Partner Directors")

(b) a maximum of 11 directors shall be appointed from the Community Members ("Community Directors")
(c) no more than 1 director shall be appointed under article 43 ("the Chief Executive").

Appointment, removal, re-appointment: Partner Directors

37. Each of the Partner Members may by notice in writing, signed on its behalf by one of its appropriate officers, and given to the company

(a) appoint any person (other than an employee of the company) who is willing so to act to be a director (a "Partner Director"), either to fill a vacancy or as an additional director

or

(b) remove any Partner Director appointed by that Partner Member from office as a director.

38. The powers conferred by article 37 shall be deemed to be limited such that the number of individuals appointed by each Partner Member who may hold office as a director at any given time shall not exceed the number set out opposite the name of that Partner Member, as follows:

East Dunbartonshire Council 1 director
Scottish Enterprise Dunbartonshire 1 director
Greater Glasgow Primary Care NHS Trust 1 director

39. At the conclusion of each annual general meeting, each of the Partner Directors shall vacate office, but shall then be eligible for re-appointment under article 37.

Appointment, vacating of office, re-appointment: Community Directors

40. Subject to article 36, the directors may appoint any individual (other than an employee of the company) who lives or works in the Operating Area (as defined in the memorandum of association or who they consider to be an appropriate representative of the community within the Operating Area) to be a director (an "Community Director").

41. At the conclusion of each annual general meeting, three of the Community Directors shall vacate office, but shall then be eligible for re-appointment by the other directors under article 40 at a board meeting to be held immediately following the annual general meeting; the directors may alternatively appoint some other individual in place of a director retiring under the provisions of this article, or may resolve not to fill the vacancy.

42. The Community Directors to vacate office under article 41 shall be those who have been longest in office since they were last appointed or re-appointed; as between directors who were last appointed/re-appointed on the same date, the question of which of them is to vacate office shall be determined by some random method.
Appointment, vacating of office: Chief Executive

43. The directors may if they think fit appoint the individual holding the post of chief executive of the company to be a director ("the Chief Executive").

44. Where the individual holding the post of chief executive of the company is appointed as a director in pursuance of article 43, he/she shall (unless and until the directors otherwise resolve at any time, by way of resolution passed by a majority of two thirds of the directors who vote on the matter at the relevant board meeting) continue to hold office as a director until he/she ceases (for whatever reason) to hold the post of chief executive of the company.

Termination of office

45. A director shall automatically vacate office if:-

(a) he/she ceases to be a director through the operation of any provision of the Act or becomes prohibited by law from being a director

(b) he/she becomes debarred under any statutory provision from being involved in the administration or management of a charity

(c) he/she becomes incapable for medical reasons of fulfilling the duties of his/her office and such incapacity is expected to continue for a period of more than six months

(d) in the case of a Partner Director, the body which appointed him/her ceases to be a member of the company

(e) in the case of a Community Director, he/she ceases to be a member of the company

(f) in the case of the Chief Executive, he/she ceases to hold the post of chief executive of the company

(g) (except in the case of the chief executive, where he/she has been appointed as a director in pursuance of article 43) he/she becomes an employee of the company

(h) he/she resigns office by notice to the company

(i) he/she is absent (without permission of the directors) from more than three consecutive meetings of the directors, and the directors resolve to remove him/her from office

(j) he/she is removed from office by ordinary resolution (special notice having been given) in pursuance of section 303 of the Act.
Register of directors

46. The directors shall maintain a register of directors, setting out full details of each director, the name of the corporate body which appointed each director (if applicable), the date on which each such person became a director, and the date on which any person ceased to hold office as a director.

Officebearers

47. The directors shall elect from among themselves a Chair, a Vice-chair and a Treasurer, and such other office bearers (if any) as they consider appropriate.

48. The directors elected to hold the offices of Chair and Vice-chair shall be drawn from the Community Directors; the director elected to hold the office of Treasurer shall be drawn from the Partner Directors.

49. All of the office bearers shall cease to hold office at the conclusion of each annual general meeting, but shall then be eligible for re-election.

50. A person elected to any office shall cease to hold that office if he/she ceases to be a director, or if he/she resigns from that office by written notice to that effect.

Powers of directors

51. Subject to the provisions of the Act, the memorandum of association and these articles, and subject to any directions given by special resolution, the company and its assets and undertaking shall be managed by the directors, who may exercise all the powers of the company.

52. A meeting of the directors at which a quorum is present may exercise all powers exercisable by the directors.

Personal interests

53. A director who has a personal interest in any transaction or other arrangement which the company is proposing to enter into, must declare that interest at a meeting of the directors; he/she will be debarred (in terms of article 66) from voting on the question of whether or not the company should enter into that arrangement.

54. For the purposes of the preceding article, a director shall be deemed to have a personal interest in an arrangement if any partner or other close relative of his/hers or any firm of which he/she is a partner or any limited company of which he/she is a substantial shareholder or director (or any other party who/which is deemed to be connected with him/her for the purposes of section 317 of the Act), has a personal interest in that arrangement.

55. Provided he/she has declared his/her interest - and has not voted on the question of whether or not the company should enter into the relevant arrangement - a director will not be debarred from entering into an arrangement with the company in which he/she has a personal interest (or is deemed to have a personal interest under article 54) and
may retain any personal benefit which he/she gains from his/her participation in that arrangement.

56. Subject to article 57, no director may serve as an employee (full time or part time) of the company, and no director may be given any remuneration by the company for carrying out his/her duties as a director.

57. The individual holding the post of chief executive of the company shall, notwithstanding that he/she may be a director by virtue of the board having exercised its powers under article 43, be entitled to retain the remuneration, and pension and/or other benefits, paid or provided to him/her in his/her capacity as an employee of the company.

58. The directors may be paid all travelling and other expenses reasonably incurred by them in connection with their attendance at meetings of the directors, general meetings, or meetings of committees, or otherwise in connection with the carrying-out of their duties.

Procedure at directors' meetings

59. Any director may call a meeting of the directors or request the secretary to call a meeting of the directors.

60. Questions arising at a meeting of the directors shall be decided by a majority of votes; if an equality of votes arises, the chairperson of the meeting shall have a casting vote.

61. No business shall be dealt with at a meeting of the directors unless a quorum is present; the quorum for meetings of the directors shall be that number which corresponds with 50% plus one (rounded downwards if necessary) of the total number of directors in office at the time.

62. If at any time the number of directors in office falls below the number fixed as the quorum, the remaining director(s) may act only for the purpose of filling vacancies or of calling a general meeting.

63. Unless he/she is unwilling to do so, the Chair shall preside as chairperson at every directors' meeting at which he/she is present; if the Chair is unwilling to act as chairperson or is not present within 15 minutes after the time when the meeting was due to commence, the Vice-chair shall preside as chairperson.

64. If neither the Chair nor the Vice-chair is present and willing to act as chairperson of a directors' meeting within 15 minutes after the time when the meeting was due to commence, the directors present shall elect from among themselves the person who will act as chairperson of the meeting.

65. The directors may, at their discretion, allow any person who they reasonably consider appropriate, to attend and speak at any meeting of the directors; for the avoidance of doubt, any such person who is invited to attend a directors' meeting shall not be entitled to vote.
66. A director shall not vote at a directors' meeting (or at a meeting of a committee) on any resolution concerning a matter in which he/she has a personal interest which conflicts (or may conflict) with the interests of the company; he/she must withdraw from the meeting while an item of that nature is being dealt with.

67. For the purposes of article 66, a person shall be deemed to have a personal interest in a particular matter if any partner or other close relative of his/hers or any firm of which he/she is a partner or any limited company of which he/she is a substantial shareholder or director, has a personal interest in that matter.

68. For the avoidance of doubt, the Chief Executive (notwithstanding he/she may be a director) shall not be entitled to vote in relation to any matter connected with his/her terms and conditions of employment.

69. A director shall not be counted in the quorum present at a meeting in relation to a resolution on which he/she is not entitled to vote.

70. The company may, by ordinary resolution, suspend or relax to any extent – either generally or in relation to any particular matter – the provisions of articles 66 to 69.

Delegation to sub-committees

71. The directors may delegate any of their powers to any sub-committee consisting of one or more directors and such other persons (if any) as the directors may determine; they may also delegate to the Chair (or the holder of any other post) such of their powers as they may consider appropriate.

72. Any delegation of powers under article 71 may be made subject to such conditions as the directors may impose and may be revoked or altered.

73. The rules of procedure for any sub-committee shall be as prescribed by the directors.

Operation of bank accounts

74. The signatures of two out of the signatories appointed by the directors shall be required in relation to all operations (other than lodgement of funds) on the bank and building society accounts held by the company; at least one out of the two signatures must be the signature of a director.

Secretary

75. The company secretary shall be appointed by the directors for such term, at such remuneration (if any), and upon such conditions, as they may think fit; the company secretary may be removed by them at any time.

Minutes

76. The directors shall ensure that minutes are made of all proceedings at general meetings, directors' meetings and meetings of committees; a minute of any meeting shall include
the names of those present, and (as far as possible) shall be signed by the chairperson of the meeting.

**Accounting records and annual accounts**

77. The directors shall ensure that proper accounting records are maintained in accordance with all applicable statutory requirements.

78. The directors shall prepare annual accounts, complying with all relevant statutory requirements; if an audit is required under any statutory provisions or if they otherwise think fit, they shall ensure that an audit of such accounts is carried out by a qualified auditor.

79. No member shall (unless he/she is a director) have any right of inspecting any accounting or other records, or any document of the company, except as conferred by statute or as authorised by the directors or as authorised by ordinary resolution of the company.

**Notices**

80. Any notice which requires to be given to a member under these articles shall be in writing; such a notice may either be given personally to the member or be sent by post in a pre-paid envelope addressed to the member at the address last intimated by him/her/it to the company.

81. Any notice, if sent by post, shall be deemed to have been given at the expiry of 24 hours after posting; for the purpose of proving that any notice was given, it shall be sufficient to prove that the envelope containing the notice was properly addressed and posted.

**Winding-up**

82. If the company is wound up, the liquidator shall give effect to the provisions of clause 7 of the memorandum of association.

**Indemnity**

83. Every director or other officer or auditor of the company shall be indemnified out of the assets of the company against any loss or liability which he/she may sustain or incur in connection with the execution of the duties of his/her office; that may include, without prejudice to that generality, any liability incurred by him/her in defending any proceedings (whether civil or criminal) in which judgement is given in his/her favour or in which he/she is acquitted or any liability in connection with an application in which relief is granted to him/her by the court from liability for negligence, default or breach of trust in relation to the affairs of the company.

84. The indemnity contained in article 83 shall be subject to the provisions of the Act and is without prejudice to any other indemnity to which a director may otherwise be entitled.
Interpretation

85. In these articles “the Act” means the Companies Act 1985; any reference in these articles to a provision of the Act shall be taken to include any statutory modification or re-enactment of that provision which is in force at the time.

86. Reference in these articles to the singular shall be deemed to include the plural.

Names and addresses of subscribers

1. IAN ROBERT YOUNG
   Kirkland House
   Clachan of Campsie
   GLASGOW
   G66 7AB

2. THOMAS LENAGHAN
   10 Holyknowe Road
   Lennoxtown
   GLASGOW
   G66 7DN

3. JAMES MCGLINCHEY GILMOUR
   Colbeg Farm
   Balmöre
   TORRANCE
   G64 4AQ

Dated 25/06/01

Witness to the above signatures:

MARY SHERIDAN
EAST DUNBARTONSHIRE COUNCIL
PARTNERSHIP & PLANNING
THE TRIANGLE
KIRKINTILLOCH ROAD
Glasgow G64 2TR
Part 2

Indicative Cash Flow Statement
Indicative Range of Receipts Targeted by Lennoxtown Initiative, Greater Glasgow Primary Care NHS Trust and EDC
(On a Cash Projection Basis over Seven Years)

<table>
<thead>
<tr>
<th>To</th>
<th>2003</th>
<th>2004</th>
<th>2005</th>
<th>2006</th>
<th>2007</th>
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<th>2009</th>
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<td></td>
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<tr>
<td>High</td>
<td>£ 250,000</td>
<td>£ 4,900,000</td>
<td>£ -</td>
<td>£ 3,600,000</td>
<td>£ -</td>
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<td>£ 2,200,000</td>
<td>£ 14,950,000</td>
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<tr>
<td>Low</td>
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<td>£ 4,000,000</td>
<td>£ -</td>
<td>£ 3,000,000</td>
<td>£ 3,000,000</td>
<td>£ 1,500,000</td>
<td>£ -</td>
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| Outlays |
| Planning Fees |
| Demolition |
| Site Investigation |
| Site Preparation |
| Costs, etc. |
| Yearly Movement |
| High    | £ -2,050,000 | £ 2,050,000 | £ 2,560,000 | £ -   | £ 3,200,000 | £ 400,000 | £ 3,675,000 | £ 2,200,000 |
| Low     | £ -2,050,000 | £ 2,660,000 | £ -   | £ 2,600,000 | £ 2,600,000 | £ 1,175,000 | £ -   | £ 6,985,000 |

| Cumulative Balance Range |
|---------------------------|---------------------------|---------------------------|---------------------------|---------------------------|---------------------------|---------------------------|---------------------------|
| High     | £ -2,050,000 | £ 1,510,000 | £ 1,510,000 | £ 4,710,000 | £ 4,310,000 | £ 7,985,000 | £ 10,185,000 | £ 5,092,500 |
| Low      | £ -2,050,000 | £ 610,000  | £ 610,000  | £ 3,210,000 | £ 5,810,000 | £ 6,985,000 | £ 6,985,000  | £ 3,492,500 |

Assumes: 300/350 Housing Units, 40/45 acres of developable land

N.B. Within this cashflow no allowance has been made for Scottish Executive loan provision
Part 3

Phasing Plan
This is the Phasing Plan referred to in the foregoing Agreement between Greater Glasgow Primary Care NHS Trust and Macgregor & Limited relative to Lennox Castle Hospital.
Part 4

Protocol, Procedures and Management System
LENNOXTOWN INITIATIVE
PROTOCOL PROCEDURES AND MANAGEMENT SYSTEMS DOCUMENT

OCTOBER 2002

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1.0 BASELINE DOCUMENTS — AUGUST 2001
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   (ii) Profile of Lennoxtown
   (iii) Financing of the Initiative

2.0 CODE OF GUIDANCE ON FUNDING EXTERNAL BODIES / FOLLOWING THE PUBLIC POUND

3.0 PURPOSE OF PROTOCOL PROCEDURES AND MANAGEMENT SYSTEMS DOCUMENT

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5.0 CALL OFF PROCEDURES — LAND OPTIONS

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LENNOXTOWN INITIATIVE
PROTOCOL PROCEDURES AND MANAGEMENT SYSTEMS DOCUMENT

OCTOBER 2002

2 of 3 BASELINE DOCUMENTS — AUGUST 2002

(I) STRATEGY AND ACTION PLAN
(II) PROFILE OF LENNOXTOWN
(III) FINANCING OF THE INITIATIVE

3 of 3 CODE OF GUIDANCE ON FUNDING EXTERNAL BODIES AND FOLLOWING THE PUBLIC POUND - COSLA
3.0 PURPOSE OF PROTOCOL PROCEDURES AND MANAGEMENT SYSTEMS DOCUMENT

The protocol procedures and management document provides a system for use by the Lennoxtown Initiative Project Development Team, led by the Li Operations Director, to ensure good practice and deliver best value to the Lennoxtown Initiative Board.

3.1 GENERALLY

- To appoint professional agents, contractors and suppliers with the necessary skills, experience and resources
- To establish at all times value for money
- To ensure that the requirements of East Dunbartonshire Council ("EDC"), Greater Glasgow Primary Care NHS Trust ("the Trust") and Lennoxtown Initiative ("Li") standing orders and procurement rules and internal guidelines are met
- To commit that Li will endeavour in the first instance to secure maximum funding for approved projects from other funding sources, e.g. ERDF, Lottery Funds, etc.
- To ensure that all appointees required and necessary insurances are adequate and in place
- All transactions are to be recorded in writing
- To ensure that Li complies with the CoSLA Code of Guidance on Funding External Bodies and following the Public Pound
3.2 LEVERAGE

3.2.1 The financial impact of the Li proposal on the Lennoxtown area can be seen in the following context:

- Public sector projects amounting to £7.06m are being evolved from an initial public sector investment of £3.90m. This in turn is bringing forward private sector investment in the expected amount of £23.55m. This represents a leverage of 1 : 6.04 of initial public sector investment to private sector monies and a ratio of 1 : 3.33 of all public sector investment to private sector monies.

- Li shall, as part of the annual review process, enact comparison of leverage to this baseline position as per item 3.2.1
4.0 RISK AND VALUE MANAGEMENT

4.1 VALUE MANAGEMENT

4.1.1 Li Board Requirement

4.1.1.1 The project should be investigated in order to ensure that it is achieving the function at the lowest cost.

4.1.2 Good Practice

4.1.2.1 Value Management studies should be undertaken at key stages in the development of the project.

4.1.2.2 At project inception strategic value management should be used to analyse the project needs and develop project delivery strategies, including cost in use and life cycle costing.

4.1.2.3 Design Value Management should be carried out during the outline and scheme design stages in order to obtain the most benefit.
4.2 PURPOSE OF VALUE MANAGEMENT

4.2.1 Value Management addresses the project brief by challenging assumptions and testing the proposed solution.

4.2.2 The analysis of function should be addressed:
   - Performance options vs. cost
   - Can alternative means be used to achieve the same function
   - Are the alternatives acceptable in terms of quality, life cycle cost, appearance, re-design time, etc.

4.2.3 Implications should also be examined in the wider context of Li.
4.3 STRATEGIC VALUE MANAGEMENT

4.3.1 Strategic Value Management takes place at the inception of a project.

4.3.2 Aspects of the process are:
- The project's goals and objectives then the next level of hierarchy
- The goals and objectives are set by the Project Development Team from the outset

4.3.3 The benefits of the process are:
- Improved communication and understanding between the Project Development Team, the end user and the designers
- There is project ownership by Li and the Project Development Team
- The process creates checks to take place within the project
4.4 DESIGN VALUE MANAGEMENT

4.4.1 Design Value Management would facilitate:

- Setting of objectives
- Project History
- Functional use
- Alternative approaches
- Examination of new ideas
- Creation of proposals and potential savings in time, money and effort
- Creation of an action plan
4.5 VALUE MANAGEMENT PROCEDURES

4.5.1 Value Management procedures can be summarised as follows:

- The existing approach can be challenged
- Communication can flow from base line up as well as top line down
- Facilitation by third parties ensures no transfer of existing hierarchy
- Positive interaction is encouraged
4.6 RISK MANAGEMENT

4.6.1 Li Board Requirement

4.6.1.1 The purpose of risk management is to advise on project strategies that will minimise specific risks, allocate such risks and bring about a reduction in risk, in addition to suggesting appropriate levels of contingency for the project.

4.6.2 Advised Practice

4.6.2.1 A risk register for the project should be prepared.

4.6.2.2 Actions required to reduce identified risks should be determined.

4.6.2.3 Actions where a cost is justifiable given the potential impact of the risk should be implemented.

4.6.2.4 The risk register should be updated on a regular basis.

4.6.2.5 Project Threats to Li should be logged at all times.
5.0 CALL OFF PROCEDURES — LAND OPTIONS

5.1 LI BOARD REQUIREMENT

5.1.1 On receipt of instruction from the Li Board to bring forward a project for appraisal, the Li Project Development Team must, prior to any written request to EDC to draw down a particular land parcel or parcels as defined in the "Schedule of Land Transfer", present to the Li Board a sound and sustainable business case for the particular project that relates to that land parcel. Only on receipt of such a robust business case by the Li Board can the Chair call upon the Li Project Development Team to initiate the land option transfer.

5.1.2 The business case requires, as a minimum, the following information:

- Project Purpose
- Designs
- Costings
- Programme
- Risk Assessments
- Cash flows
- Financial forecasts
- Business Operational Case
- Financial Viability and Sustainability Statement
6.0 INFORMATION FLOW - COMMUNICATION

6.1 A communication liaison plan should be prepared for each project.

6.2 It is recommended that all presently held cost plans, financial statements, condition surveys, etc are made available and presented to the Li Project Development Team.

6.3 A “project team” directory should be prepared at the outset and circulated to all relevant parties. This directory should set out details of each member of the team incorporating names, addresses, telephone contact numbers and email details.

6.4 In order to ensure clear reporting to the community stakeholders and Li partners, it is required that all public relations, publicity material and corporate communications contain references to Li, EDC and the Trust as participants of the Tripartite Minute of Agreement.

6.5 Each party issuing launch or other such material should give prior notice to the other parties.
6.6 LIAISON PLAN

1. Who is the main point of Contact
2. Who is the back up Contact
3. Who is to receive what reports / letters

<table>
<thead>
<tr>
<th>Name</th>
<th>Designation</th>
<th>Reports / Letters</th>
</tr>
</thead>
</table>
6.7 REVIEW MEETINGS

6.7.1 Li Board Requirements

6.7.1.1 To ensure that the project team understand the project objectives and their role in the project

6.7.2 Advised Practice

6.7.2.1 To ensure that the project team has identified:
   - Project brief
   - Role of each party for each project stage
   - Lines of communication
   - Information to be produced and by whom
   - Timescale

6.8 IDENTIFICATION OF STAKEHOLDERS

6.8.1 All parties that have an input into the project should be identified and their respective roles and authority should be clarified and recorded.

6.9 COMMUNICATION AND CONTROL

6.9.1 Ensure that project participants engage in a controlled form of working as set out in the project models — Diagram A and Diagram B.
6.9.2 Capital Projects — Communication and Control Diagram

Diagram A

Li Board

Instructions ↔ Recommendation

Project Development Team

Capital Projects

Capital Projects

Capital Projects

Professional Design Team
6.9.3 Economic and Social Inclusion Projects — Communication and Control Diagram

Diagram B
7.0 CONTROL AND MONITORING OF MARKET VALUATION PROCESS

7.1 Li Board Requirements

To ensure that best value is achieved by embodying the requirements of the NHS Property Transactions Handbook and EDC standing orders in terms of property matters and best practices.

7.2 Advised Practice

To fully participate and comply with the clauses 5.5 and 5.6 of the Tripartite Agreement.
8.0 CONTROL AND MONITORING OF COSTS AND OUTLAYS

8.1 COST MANAGEMENT — TENDERING

8.1.1 Li Board Requirement

8.1.1.1 A pricing document is required based upon the Employer's detailed brief, together with drawings, if any, and a specification, upon which Tenderers will provide Contractor's proposals that will incorporate design. Employer's requirements may be in the form of requirements for a complete project, or for a specific part of a project where a measured work-pricing document is being prepared.

8.1.2 Advised Practice

8.1.2.1 All documents and information used in the preparation of the Employers Requirements are to be recorded.

8.1.2.2 A contract sum analysis should be incorporated within the document in order to allow the contract sum to be broken down into elements, thereby facilitating the comparison of tenders and a comparison with cost estimates.

8.1.2.3 The contract sum analysis should be structured in such a way as to enable subsequent elemental analysis.

8.1.2.4 Documents must be checked to ensure that they set out the project requirements in terms of:

- Defining the works
- Defining the performance where necessary
- Exclusions (where applicable)
- Special Requirements
- Employment of NJCC Code of Procedures for Selective Tendering, or other industry standard
8.2 PROJECT CONTROL — INFORMATION RELEASE PROGRAMME

8.2.1 Li Board Requirement
- To monitor timely release of information from designers to contractors

8.2.2 Advised Practice
- Request that an information release programme is prepared
- Programme is to be reviewed regularly, in conjunction with the appointed consultants, in order to ensure that information is issued by the due time

8.2.3 Good Practice
- Programmes and method statement should be reviewed
- Regular design review meetings should be held with designers and contractors
- Review processes should be carried out as early as practical in a project's life after taking into account procurement of material and the construction programme
- Contractors should be briefed to issue an information release programme that clearly states the information required and the required timescale
- The project programme should be reviewed in conjunction with the design team in order to obtain consensus or to negotiate revised dates with designers and contractors
- The release of information should be monitored in line with the project schedule
8.3 PROJECT CONTROL — INFORMATION CONTROL

8.3.1 Li Board Requirement
• To provide a system that will facilitate the monitoring and recording of the issue of information and to check that all parties are working to the current details

8.3.2 Advised Practice
• A programme for the issue of all information should be agreed with the appointed consultants
• A project referencing system should be agreed for all information that is to be produced
• Drawing and information registers should be maintained that will record the relevant revision/issue number together with the date received
8.4 Information Control Checklist

- Project Brief
- Project Master Plan
- Programmes
  - Design
  - Procurement
  - Construction
- Drawings
  - Architect
  - Structural Engineer
  - Services Engineer
- Specifications
- Change Control Forms
- Cost Control Systems
- Contract Documentation
8.5 PROCUREMENT MANAGEMENT — PROCUREMENT AND APPOINTMENT OF CONTRACTORS

8.5.1 Li Board Requirement

8.5.1.1 To provide a system that will give a clear audit trail and a transparent process to ensure competitive tendering to deliver value for money.

8.5.1.2 It should be ensured that those contractors appointed have the necessary skills, experience and resources.

8.5.1.3 Systems to be put in place to establish that the contract sum represents good value for money and verification issued by Independent Expert.

8.5.2 Advised Practice

8.5.2.1 Prior to any appointment:

- The project team must verify whether any Public Procurement Regulations are applicable
- It must be ascertained whether the Trust or EDC have any ‘standing orders’ or specific procurement rules that should be followed and, if so, these must be complied with
- A pre-qualification procedure should be implemented to select suitable contractors for the tender list
- A report on this selection process should be prepared in order to obtain approval for the tender list
- Tender documents should be checked to ensure that works are clearly defined/quantified, thereby enabling fixed priced tenders to be obtained
- Li Legal advisor’s comments should be sought on all contract documentation and warranties
8.5.2 Advised Practice cont’d

- All tender queries should be resolved
- A tender report must be prepared setting out the tender selection process and making a recommendation on the tender to be accepted
- Confirmation must be obtained that the Contractors’ insurances and tax certificates are adequate and in place
- Contract documents must be prepared and signed correctly by all relevant parties
- The criteria for tender evaluation should be defined, together with the required tender submission documents, e.g. relevant experience, programme, etc.
8.6 PROCUREMENT MANAGEMENT — PROCUREMENT AND APPOINTMENT OF CONSULTANTS

8.6.1 Li Board Requirement

8.6.1.1 To provide a system that will give a clear audit trail and a transparent process to ensure competitive tendering to deliver value for money.

8.6.1.2 The consultancy services required should be identified.

8.6.1.3 It should be ensured that only those consultants with the necessary skills, experience and resources are appointed.

8.6.1.4 Consultants' fees should be reviewed in order to ensure that they represent good value for money.

8.6.2 Advised Practice

8.6.2.1 Prior to any appointment:

- The consultancy services required should be clearly defined
- It must be ascertained whether the Trust or EDC have any 'standing orders' or specific procurement rules that should be followed and, if so, these must be complied with
- A report on the selection of the consultants for a tender list should be prepared and approved by the Project Development Team
- Tender documents should be prepared and issued that will include Project Brief, Conditions of Appointment, Schedule of Services, Procedures Manual and Warranties
- An appraisal of tenders should be undertaken, a report prepared and a recommendation made for appointment
8.6.2 Advised Practice cont'd

- When advising on a procurement route, the following factors should be considered:
  - Timescales
  - Public Procurement Regulations
  - Risk Apportionment
  - Quality of Service

- Legal advisor's comments should be sought on all contract documentation and warranties
8.7 PROCUREMENT MANAGEMENT — SITE APPRAISAL

8.7.1 Li Board Requirement

8.7.1.2 To provide a system that will give a clear audit trail and a transparent process to ensure competitive tendering to deliver value for money.

8.7.1.2 Site requirements are to be clearly defined.

8.7.1.3 A site that meets these requirements should be selected.

8.7.2 Advised Practice

8.7.2.1 A site appraisal report must be prepared that sets out the information available for each site, recommending further research in areas that are not known or those that potentially represent a high risk, e.g. ground conditions, presence of underground services.

8.7.3 Good Practice

8.7.3.1 It is recommended that a specification/criteria be prepared for site selection in order to evaluate the potential sites; this should be based on the project objectives and requirements.
8.8  LI BOARD MANAGEMENT — PROJECT APPROVALS / STAGE APPROVALS

8.8.1  Advised Practice

8.8.1.1  Thresholds when Li Project Development Team approval is required should be identified, e.g. inception, feasibility, scheme design, tender acceptance, etc.

8.8.1.2  A stage report confirming the project status at each of these thresholds should be submitted. The following main elements should be reviewed at each threshold:

- Operational and functional objectives
- That the estimated cost is within the budget
- Other costs, e.g. land acquisition, legal fees, professional fees, fit out costs
- Risk Management / Project Threats

8.8.1.3  Should it not be possible to achieve these project objectives, they should be reviewed accordingly by the Project Development Team to eradicate / minimise the issue and/or further feasibility study work should be instructed as required.
8.9 LI BOARD MANAGEMENT — BUSINESS CASE

8.9.1 Good Practice

8.9.1.1 The business case is to be reviewed at regular, agreed stages throughout the project life.

8.9.1.2 A clear statement should be made that confirms that the proposed project either complies or does not comply with the business objectives, per the Action Plan baseline document. Should the project not comply, then options must be put forward that will meet the business objectives.

8.9.1.3 Any report must be qualified in terms of the main risks associated with the project and should set out any further research requirements.

8.9.1.4 The Project Development Team shall require that, prior to a project being recommended to the Li Board, confirmation will be sought that there is no conflict of interest within the project team.

8.9.1.5 In presenting the business case to the Li Board for both capital projects and economic, social inclusion projects, the principles of the protocol procedures and management systems should be applied. Where it is not practical or appropriate to apply specific aspects of the document, the variance should be noted, together with a justification statement for variance. This statement of variance should be submitted as part of the business case to the Li Board.
9.0 PROGRESS AND PROJECT REVIEW

9.1 PROGRESS REPORTS

9.1.1 Li Board Requirement

9.1.1.1 The purpose of progress reports is to communicate the progress of the project in relation to the project plan with specific regard to cost, time and quality.

9.1.1.2 Progress reports should highlight potential problems, describe different options for remedial work and seek the Project Development Team approval.

9.1.2 Advised Practice

9.1.2.1 Progress reports should be issued at regular, pre-agreed intervals and should be adopted by the project team.

9.1.2.2 Reports should confirm the project status in terms of cost, time and quality with reference to the project plan.

9.1.3 Good Practice

9.1.3.1 Specialist reports should be incorporated as necessary, e.g. financial reports prepared by a quantity surveyor.

9.1.3.2 The progress reports should be used to analyse trends in costs and progress, together with assisting in the forecasting of the impact on the project should such trends continue and in identifying any corrective action needed to redress adverse trends.
9.2 ANNUAL PROJECT REVIEW

9.2.1 Li Board Requirement

9.2.1.1 The purpose of the annual project review is to review the Li projects in terms of achieving the project requirements.

9.2.2 Advised Practice

9.2.2.1 A review of the project must be undertaken prior to any final certification being issued. The Project Development Team and the whole project team should undertake this review.

9.2.2.2 It is mandatory that an annual project review be distributed to the Li partner agencies.
10.0 PROJECT AUDIT

10.1 MONITORING AND EVALUATION

10.1.1 Li Board Requirements

10.1.1.1 The project deliverables, resources, procurement methods, design and costs should be reviewed in accordance with Best Practice.

10.1.2 Advised Practice

10.1.2.1 Li shall:

- Read all documents that have been exchanged by McTaggart and Mickel and the Trust during negotiations to establish fees, scope of service and terms and conditions in accordance with the Tripartite Agreement
- Maintain a Project Log document, together with an appropriately detailed service plan for the project that identifies:
  - The deliverable
  - Procurement Methodology
  - Who will carry out the project
  - Programme
- Maintain a schedule of planned project reviews
- Request and examine details of design
- Request and examine details of costs
- Carry out a series of spot checks
- Ensure that service contracts and warranties are in place to required industry standard values and conditions
10.2 ESTABLISH BRIEF

10.2.1 Advised Practice

10.2.1.1 Prior to any work being carried out, the following needs should be established:

- Scope
- Standards of Service Quality
- Timescale
- Fee Budget

10.2.1.2 The scope, service, timescale and fee should be confirmed in writing.

10.2.1.3 The Project Development Team should ascertain whether EDC or the Trust has any particular procedures and/or forms that should be employed.
10.3 DEBRIEF

10.3.1 Li Board Requirements

10.3.1.1 The purpose of any debrief is to:

- Summarise any outstanding actions
- Summarise project performance for future reference
- Understand the strengths of the relationship between McTaggart & Mickel, the Trust, EDC and project teams, based on an analysis of project performance

10.3.2 Advised Practice

10.3.2.1 Li debrief meetings should be set up with EDC and the Trust, the purpose of which will be to analyse the project performance, identify strengths, weaknesses, opportunities and threats in addition to planning any outstanding actions.

10.3.3 Good Practice

10.3.3.1 A close down report should be prepared for any debrief meeting.

10.3.3.2 The results of debrief meetings can be used for internal feedback and appraisal.
10.4 ACCOUNTING RECORDS

10.4.1 Li Board Requirements

10.4.1.1 The Li Board need to be able to ensure the financial integrity of the underlying accounting records.

10.4.2 Advised Practice

10.4.2.1 All project accounting records are to be reviewed on a monthly basis to ensure the integrity and accuracy of the financial information.

10.4.2.2 All control accounts are to be reconciled, again on a monthly basis, such accounts would include:
- Bank account
- Trade Debtors
- Trade Creditors
- Reserves

10.4.3 Good Practice

10.4.3.1 A monthly balance sheet should be prepared for the project, which would fully reconcile all balance sheet items and set out all control account reconciliations, together with any assumptions made.

10.4.3.2 Base accounting information must be prepared, reviewed and controlled. This information should include management accounts, project cost forecasts and annual financial statements by a third party accountant.
10.5 COMPANY CASH — PROCUREMENT OF GOODS & SERVICES

10.5.1 Advised Practice

10.5.1.1 The goods and services that are required to enable each project to achieve its objectives should be clearly identified.

10.5.1.2 Clear authority levels for the procurement of these goods and services should be agreed for each project.

10.5.1.3 Once received, all goods and services should be reviewed to establish that they are in line with original expectations.

10.5.1.4 Requests for payment above £10K require to be recommended for payment to the Li Board by a suitably qualified party, who shall confirm that the monies are due and are being requested in line with the particular contract conditions. Requests for payment below £10K may be recommended for payment to the Li Board at the Project Development Team’s discretion on the basis of an appropriately drawn invoice.

10.5.1.5 All transactions should be recorded in a timely and accurate manner.

10.5.3 Operational Costs

10.5.3.1 The Li Board will prepare an annual budget for operational costs for the forthcoming year for Board approval.

10.5.3.2 The operational cost as at 2002/2003 shall be capped at 2% over the prevailing inflationary rate.

10.5.3.3 Li will maintain its operational budget, until such time as capital project receipts are being provided, by way of revenue funding from the Trust, EDC and SED.

10.5.2 Good Practice

10.5.2.1 Each project should review its own individual requirements and authority levels.
EAST DUNBARTONSHIRE COUNCIL - LAND TRANSFER TO LENNOXTOWN INITIATIVE SCHEDULE

Area 1 — Whitefield, Lennoxtown
Area 2 — Quarry Lane, Lennoxtown
Area 3 — Playing Fields, Lennoxtown
Area 4 — 102, 112-124 Main Street, Lennoxtown
Area 5 — N. Burbiston Road, Lennoxtown
Area 6 — 82 Main Street, Lennoxtown
Area 7 — Slatefield / Main Street, Lennoxtown
Area 8 — 132-134 Main Street, Lennoxtown
Area 9 — Rowantree Place, Lennoxtown
Property — 56 Main Street, Lennoxtown
Property — 58 Main Street, Lennoxtown
Title: Proposed Land Transfer - Lennoxtown Initiative.

Area 1 - Whitefield, Lennoxtown.

Date: 27/08/2002
Title: Proposed Land Transfer - Lennoxtown Initiative.

Area 3 - Playing Fields, Lennoxtown.

Date: 27/08/2002

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Title: Proposed Land Transfer - Lennoxtown Initiative.
Area 4 - 102, 112-124 Main Street, Lennoxtown.
Proposed Land Transfer - Lennoxtown Initiative.

Area 5 - N. Birbston Road, Lennoxtown.

Date: 09/09/2002

East Dunbartonshire Council
Licence number LA983 STIL_2002.

Title:
Proposed Land Transfer - Lennoxtown Initiative.

Area 5 - N. Birbston Road, Lennoxtown.
Title: Proposed Land Transfer - Lennoxtown Initiative.

Area 6 - 82 Main Street, Lennoxtown.
Title: Proposed Land Transfer - Lennoxtown Initiative.
Area 8 - 132-134 Main Street, Lennoxtown.

Date: 27/08/2002

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East Dunbartonshire Council.
License number LA020 34L, 2002.

1:2500
Title: Proposed Land Transfer - Lennoxtown Initiative.
Area 9 - Rowanree Place, Lennoxtown.

Date: 27/08/2002

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East Dunbartonshire Council.
License number LA99 91L 2002.
Title: Proposed Land Transfer - Lennoxtown Initiative.

Property - 56 Main Street, Lennoxtown.
Proposed Land Transfer - Lennoxtown Initiative.

Property - 58 Main Street, Lennoxtown.

Date: 16/08/02

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1:2500
LENNOXTOWN INITIATIVE  
PROTOCOL PROCEDURES AND MANAGEMENT SYSTEMS DOCUMENT  
OCTOBER 2002

LAND TRANSFER TO LENNOXTOWN INITIATIVE

<table>
<thead>
<tr>
<th>Ref</th>
<th>Location</th>
<th>Description</th>
<th>Title No.</th>
<th>Area Sq.m.</th>
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</thead>
<tbody>
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<td>Quarry Lane</td>
<td>Part Housing</td>
<td>H585</td>
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<td>3</td>
<td>Playing Fields</td>
<td>Station Road, McCullaugh's Walk</td>
<td>Lr160, P9</td>
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<tr>
<td>4</td>
<td>Main Street</td>
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<td>H138, H139</td>
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<td>Main Street (82)</td>
<td>Site</td>
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</tr>
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<td>7</td>
<td>Slatefield / Main Street</td>
<td>Open Space at Corner</td>
<td>H82</td>
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<tr>
<td>8</td>
<td>Main Street (132, 134)</td>
<td>Offices</td>
<td>DC6</td>
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<td>Rowantree Place</td>
<td>Open Space</td>
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</table>

OFFICE PREMISES, MAIN STREET, LENNOXTOWN — PROPOSED TRANSFER, LENNOXTOWN INITIATIVE

Property — 56 Main Street, Lennoxtown

Property — 58 Main Street, Lennoxtown
Appendix B — Potential Project Schedule and Development Opportunities Plan
Lennoxtown Initiative
Protocol Procedures and Management Systems Document

October 2002

Potential Projects Schedule and Development Opportunities Plan (Dated 20 August 2001)

Map 1 - Lennoxtown Potential Development Opportunities - Lennoxtown Initiative Projects

Map 2 - Lennoxtown Potential Development Opportunities - Private Sector Projects

Map 3 - Lennoxtown Potential Development Opportunities - Public / Private / Third Sector Projects

Map 4 - Lennoxtown Potential Development Opportunities - Hole Farm — Section 75 Agreement
LENNOXTOWN POTENTIAL DEVELOPMENT OPPORTUNITIES

Map 1 Lennoxtown Initiative Projects

Potential Projects

- Project 1: Retail / Car Parking / Tourism
- Project 2: Integrated Health Centre
- Project 3: Library Expansion
- Project 4: Start-up Units / Business Development / Industrial Sector
- Project 5: Sports Pavilion / Leisure & Recreational Development
- Project 6: High Church / Heritage / Tourism Development
- Project 7: Business Centre / School Lens / Business Infrastructure / Service Sector
- Project 8: Hole Farm / Tourism / Equestrian Centre / Leisure
- Project 17: Streetscoping / Walkways / Walking Trails
LENNOXTOWN POTENTIAL DEVELOPMENT OPPORTUNITIES

Map 2  Private Sector Projects

Potential Projects

- Project 6 Nursing Home / Private Sector (40 beds)
- Project 10 Campsie Spring Extension / Industrial Sector
- Project 11 Co-operative Supermarket / Retail Development
- Project 13 Morrison Homes / Private Housing
- Project 14 Private Housing
- Project 15 Agriculture / Forestry / Landscaping Project
Appendix C — Area-Wide Public Private Partnership
**LENNOXTOWN INITIATIVE**
**PROTOCOL PROCEDURES AND MANAGEMENT SYSTEMS DOCUMENT**

**OCTOBER 2002**

### AREA WIDE PUBLIC PRIVATE PARTNERSHIPS

<table>
<thead>
<tr>
<th>Project</th>
<th>Description</th>
<th>Inclusive of Li Values</th>
<th>Exclusive of Li Values</th>
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<td>Village Regeneration</td>
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<td>Library Extension</td>
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<tr>
<td>4</td>
<td>Start Up Units / Business Development / Industrial Sector</td>
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<td>5</td>
<td>Housing Partnership / Affordable Housing</td>
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**Total:** £27.45 £23.55 m

*APPENDICE C*
Appendix D — Lennoxtown Initiative Projects
**LENNOXTOWN INITIATIVE PROJECTS**

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<tr>
<th>Project</th>
<th>Description</th>
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**Other Public Agencies Contribution**

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**Whole Public Sector Investment**

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LENNOXTOWN INITIATIVE

PROTOCOL PROCEDURES
AND MANAGEMENT SYSTEMS
DOCUMENT

BASELINE DOCUMENTS

OCTOBER 2002
Document One

The Case for Lennoxtown: Strategy & Action Plan

August 2001
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The Case for Lennoxtown: Strategy & Action Plan 1
Introduction

(i) This document sets out the case for action to regenerate Lennoxtown. The Village is experiencing long-term economic contraction and shows the hallmarks of social and economic exclusion. The challenges call for an innovative approach to turning around a small, self-contained community by unlocking its confidence and capacity to generate and sustain its own prosperity.

(ii) The case includes a Strategy and five-year Action Plan to be carried forward by a partnership between the local community and the public agencies. The realism of these plans, matching what is needed to an appropriate pace for regeneration, is sharpened by a genuine window of opportunity. While the problems of Lennoxtown have been highlighted by the closure of the Castle Hospital, the Health Trust are committed to making the capital receipts from the sale of the site available for the regeneration of the Village. That commitment is key to developing the necessary momentum of change.

(iii) The Action Plan sets out an indicative £7.0mn package; taking account of partner commitments and private sector investment negotiated through the Lennoxtown Initiative, the funding shortfall is £3.5mn over the five years. In return, the package will establish the basis of prosperity for Lennoxtown and the surrounding area. It will generate 245 new jobs (with another 150 or so projected from the £40mn re-development of the Hospital site and additional construction opportunities arising from work in Lennoxtown and on the Hospital site) and safeguard another 70 as well as engaging over 850 local residents in its learning and development programmes. It will restore the Village's identity and renew its fabric - upgrading its attractiveness to residents and visitors.

The Case for Lennoxtown

(iv) Lennoxtown is a small settlement of some 4,000 people, set apart from but connected to Kirkintilloch and the Glasgow conurbation. Unlike other villages by the Campsies, it has failed to compete in the modern economy; it has a long history of losing jobs, people, wealth and facilities; it exhibits all the signs of persistent social and economic exclusion. Local people depend on a declining local economic base and unemployment has been rising - against the national trend. The Village's physical fabric - especially its heart - has decayed, is unattractive and lacks investment. The Hospital closure is only the latest in a series of blows; it could be the final straw - or the signal for change and a drive towards prosperity.

(v) The opportunities are visible. There is scope to strengthen the Village's economic base and energise the community, enabling local people to share in and prosper from the benefits. There is scope to renew the physical fabric and restore Lennoxtown as an attractive destination. There is scope for integrating the delivery of public services in line with the Modernising Government and Community Planning agendas. Turning potential opportunity into real and durable benefit requires that the partner agencies join with the community in leading and managing the regeneration process.

Regeneration: A Novel Approach

(vi) Lennoxtown presents an unusual context for public sector regeneration activity. It sits outwith the urban fabric with its stock of immediate market opportunities but it is not remote; it is possessed of energy but with weak market linkages. The transparency and scale of the
problems make it hard for the public agencies to justify a long-term intervention and a leading role - but the Village's energy demonstrates the potential and the manageability of the challenge. There are clear and positive signs of movement in housing, commercial and industrial development and evidence that Lennoxtown itself is prepared to take action.

(vii) The public sector agencies can play a key role in laying the foundations of a new, more confident and healthy trajectory in collaboration with local interests; Lennoxtown must be changed from the inside out - not drip-fed from the public purse indefinitely. The funds available from the Hospital site make this achievable through an integrated approach based on partnership and determined community leadership and focused on longer-term sustainability.

A Vision & Strategy for Lennoxtown

(viii) The aim is to restore Lennoxtown's health, confidence and attractiveness; to make it a place that works well, is at ease with its place in the world and plays its full part in East Dunbartonshire and beyond. The Strategy balances measures to address economic health with the need to revive social and community well-being. The objectives concentrate on:

- **individuals and households** - helping people get work, retain work and improve the quality of their work and ensuring that everyone can participate in the life of their community by overcoming the barriers to inclusion;

- **organisations and groups** - helping local employers (those in the Village and those accessible to local residents) to survive and grow and building the capacities of community enterprises and groups;

- **the Village as a whole** - improving and marketing its attractiveness and mobilising the widest possible engagement of the community in driving regeneration forward.

(ix) These objectives will be underpinned by a series of developments designed to transform the Village's physical fabric. These will restore the heart of the Village - refreshing the sense of Village identity, creating new economic opportunities and addressing visitor markets, renewing local facilities and enhance Clachan of Campsie as a focal "pull" for visitors. In support of this, the public partners - pursuing the goals of Community Planning - will integrate the delivery of their services into the Village.

Making It Happen: the Lennoxtown Initiative

(x) The Strategy and Action Plan will be led by the Lennoxtown Initiative. The Initiative will draw on the commitment and resources of the main partner agencies, the local community and a range of other interests. Two ingredients will enable the Initiative to succeed within a reasonable timescale - the availability of funds from the sale of the Hospital site and the nature of the partnership at the core of the Initiative.

(xi) The Lennoxtown Initiative has been formed as a company limited by guarantee in order to give tangible leadership to the regeneration process. The Initiative Board is central; its membership is drawn from the local community (and from a wide spectrum of interests and backgrounds) and the three main public agencies - the Health Trust, East Dunbartonshire Council and Scottish Enterprise Dunbartonshire - with the community in the lead. The Board will play a main role in cementing a wider collaboration around the Strategy and Action Plan, ensuring that the Action Plan commitments are delivered and mobilising Lennoxtown to assume the longer-term responsibility for its own prosperity and health.
The Case for Lennoxtown

Lennoxtown is a small East Dunbartonshire village nestling beneath the Campsie Fells. It stands out for the effects of long and gradual economic decline coupled with emerging social exclusion. The shock of the closure of Lennox Castle Hospital and the work of the Task Force established to address the effects of that closure have sparked fresh energy and a community response. This document outlines the challenges for Lennoxtown and a strategy and action plan to meet those challenges: Document Two provides a Profile of the Village.

Commitment to Lennoxtown

Many people have contributed to this document. There is a consensus on what needs to be done but turning ideas into action calls for leadership, commitment and resources. The public agencies - the Health Trust (the Trust), East Dunbartonshire Council (EDC) and Scottish Enterprise Dunbartonshire (SED) - have indicated their willingness to help; the Trust has made clear its wish to invest receipts from the hospital site in the regeneration of Lennoxtown. The responsibility for leading the process will be taken by a partnership Initiative, itself led by the local community. This community leadership - combining resident and business perspectives - will root regeneration in local ownership and guarantee its longer-term durability.

Document Structure

The rest of the document is organised into the following sections:

<table>
<thead>
<tr>
<th>Section II: The Case for Inclusion</th>
<th>sets out the context to action, summarising the challenges facing Lennoxtown.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Section III: Regenerating Lennoxtown: A New Model</td>
<td>describes the innovative way in which the regeneration process will be led and managed.</td>
</tr>
<tr>
<td>Section IV: A Strategy for Lennoxtown</td>
<td>lays out the framework to guide and shape action by all the players into the long term.</td>
</tr>
<tr>
<td>Section V: An Action Plan for Lennoxtown</td>
<td>sets out action for the next five years, who will lead implementation and indicates the resource requirements.</td>
</tr>
<tr>
<td>Section VI: Making it Happen - The Initiative</td>
<td>emphasises the factors critical to success.</td>
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</tbody>
</table>

We begin with the case - the challenges for Lennoxtown.
Introduction

This section summarises the background to the Initiative and its action plan. The difficulties - economic and social - have been well-documented through several recent exercises, including unsuccessful bids for Social Inclusion Partnership status (together with other of East Dunbartonshire’s more disadvantaged neighbourhoods) and for extra resources to address the anticipated impact of the Hospital closure. In the interim, the challenges have become more acute.

Lennoxtown: the Problems

Lennoxtown is a small settlement of some 4,000 people sitting beneath the Campsie Fells and a few miles from Kirkintilloch (see location map). It is one of several villages - including Strathblane, Torrance, Milton of Campsie, Fintry and Twechar - whose traditional rationale, based on mining and textiles, is long gone. In varying degrees, these other settlements have developed a new attractiveness; Lennoxtown has lagged behind, continuing to labour under a combination of accumulated and more recent problems.

Lennoxtown has been losing. It has been experiencing:

- a loss of people - the local population has been declining faster than East Dunbartonshire as a whole. Unlike Torrance or Milton of Campsie, Lennoxtown has not captured a commuter market - although some private housing development has taken place recently, leading (according to the 20001 VPS) to some reversal of the decline. Unlike Strathblane or Fintry, it has developed no "pull" for visitors.
- a loss of jobs - the 1997 closure of Somerville Nails took 110 jobs out of the village; around a third of those jobs had been held by Village residents. The Hospital closure threatened major impacts for Lennoxtown residents; although the effects will not be as harsh as originally feared, due to the dispersal of patients and employees by the Trust, Lennoxtown will not escape unscathed. Campsie Spring is now the Village's largest local employer.
- a loss of wealth and an increase in low-income households (partly due to the failure to inject new residents into the community), reducing local purchasing-power and affecting local services and employment potential. Aside from Campsie Spring, local enterprises serve retail and local service markets; as the village gets poorer, their market shrinks - and Main Street is signalling the effects through an increase in the number of void units.

The cumulative drain of people, money and employment opportunities together contribute to:

- a dependence on locally-accessible employment. Low incomes and low levels of car ownership restrict labour mobility and nearly 40% of Lennoxtown residents do not have a car. Ally this to the loss of local jobs and it is hardly surprising that unemployment should be a problem.
- relatively high unemployment - especially among young people but with signs of a spread to older residents. Lennoxtown bucked the national downturn in unemployment in 1998-9, reflecting the closure of Somerville Nails, and is doing so again. At a time when Scottish and East Dunbartonshire unemployment is falling, Lennoxtown's has been rising.
- a build-up of actual and potential socio-economic problems. Lennoxtown has more than its share of lone parent and lone elderly households; levels of free school
meals and footwear & clothing grant up-take presage future problems emerging from today's household poverty. Skill levels and qualifications are low, indicating difficulty in competing in the modern labour market.

⇒ an unattractive environment - affecting local confidence and the propensity of people to visit, stop and spend money. Main Street exhibits all the signs of a physical deterioration reflecting economic decline and the lack of public or private investment. Aside from Clachan of Campsie and the Shrine, the Village has little to attract and retain people - and yet it sits among communities showered with visitors.

Against this background, the Village has had to contemplate the closure of the Lennox Castle Hospital - for so long a major source of local employment. Notwithstanding the Trust's success in re-deploying staff, there will be some redundancies - the present estimates are around 50-70 people - and they will bear acutely on Lennoxtown. They will be tough to deal with and will likely call for a PACE\(^1\) response. In addition, it may be that some of those who shift their place of work will choose to move house. Lennoxtown must expect to lose people and incomes once more as a result of the closure - losses that will dent local confidence and ratchet local prosperity down another notch.

**Lennoxtown: the Challenges**

Alongside the problems, there are opportunities. Lennoxtown may not be attractive but it sits in an outstanding environment. It has lost people but others are coming in, bringing wealth with them. The centre of the Village may look shabby but there are isolated examples of what can be done. Lennoxtown is not making the most of its assets.

The challenges are to:

- strengthen and enliven the local economic base, capturing new markets and enhancing local enterprise and incomes.
- equip local people to shape a more prosperous future for themselves, their families and their community - a community that cares for its more vulnerable members - and to win the employment opportunities created.
- capitalise on the attractiveness of the Campsie environment for the benefit of Lennoxtown.
- re-invigorate the physical fabric of the Village itself, making it attractive and making it function well for people.
- improve the delivery of public services in line with the Modernising Government and Community Planning principles espoused by the current Government.
- integrate the local community and the public agencies in the management of local assets and facilities.

The need is to enhance the health and confidence of Lennoxtown's people, communities, economy and physical fabric. All of these must work well and work for each other. Achieving this will require a new approach and new ways of working together.

\(^{1}\) "Partnership & Continuing Employment" - a public sector partnership implementing a Scottish Executive approach to large-scale redundancies.

*The Case for Lennoxtown: Strategy & Action Plan*
Introduction

On three or four occasions in the last five years, a start has been made - usually by one or more public agencies - to do something about Lennoxtown. None have made it past first base; little has happened - and what has happened has been piecemeal and has faded away. In large measure, this has been due to Lennoxtown failing to fit the "regeneration mould". Lennoxtown needs a different approach, a new model.

Towards a New Approach

Regeneration is generally led by the public sector, notwithstanding the efforts of past decades to engage the private sector directly. A place like Lennoxtown - and Scotland features numerous places like Lennoxtown - is a resource challenge for public partnerships. "Small is beautiful" but, in formatting a development package, small is hard.

Most, though not all, public sector regeneration initiatives have been mounted within an urban - city or town - environment; the scale of the problems and their proximity to "market solutions" more easily justify the commitment of resources over a prolonged period. Smaller, self-contained settlements - whether rural or "semi-rural" - are more problematic due to their scale and weaker market linkages; the problems may be as tough as in urban areas but can seem harder to justify as a priority within tight budgets. These settlements call for a different response and there are signs that favour a regeneration effort now for Lennoxtown:

- the numbers involved are relatively small - and more manageable, especially as economic development techniques come to recognise the need for support services to be tailored on an individual, "customer-focused" basis. It will be easier for public agencies to fashion Community Planning integration in an environment like this;
- while the Village is often described as "semi-rural", it is not remote. It is only a few minutes from Kirkintilloch, itself accessible to the larger Glasgow conurbation;
- perhaps most important, there are signs of "market" activity;

  - in housing - with the recent development on the former Nailworks site having sold successfully and with continued developer interest;
  - in industrial development - with modest initiatives to accommodate business;
  - in commercial development - aware of the increased market that new housing brings to the Village;
  - of community energies that provide a platform for public sector intervention. The emergence of Campsie Club 2000 shows what is possible.

Lennoxtown can look to the other Campsie villages - Torrance or Strathblane - to demonstrate that a small settlement can flourish in the modern economy. A targeted initiative could shift Lennoxtown towards being a balanced and sustainable community.

Implications for the Public Agencies

In addressing a place like Lennoxtown, the public sector need not change its basic principles of intervention - but will need to ensure maximum clarity and transparency. The nature of their interventions should seek to:

- develop economic and social sustainability - not drip-feed an ongoing problem;
lay the foundations for that sustainability - addressing key actions and managing expectations carefully;
• have an eye to prevention as well as tackling the manifest problems;
• mobilise a self-help capacity as an essential ingredient of intervention.

Reversing Lennoxtown's decline demands the involvement of the public agencies but removing dependency requires local leadership and commitment. Lennoxtown should be renewed from the inside out - but with external help. The challenges are diminished by the prospect of a special gift to Lennoxtown.

The Castle Site: A Gift for Lennoxtown

The Hospital site is, infrastructure issues notwithstanding, an attractive strategic location and the Task Force partners have been working towards its re-development. That work will continue for some time; whatever uses are eventually developed on the site, implementation is likely to run for five years and more and to involve some £40mn of private investment. There is likely to be a housing component to the redevelopment and this will bring potential gains to the Village through:

• generating jobs and training opportunities during the construction phase. Action will be needed to link local residents with the opportunities as negotiations proceed;
• promoting a demand for local services from residents of the eventual development.

The boon to Lennoxtown lies in the Trust's wish to use the receipts from the sale of the site for the regeneration of the Village. Restoring the Village should not be solely dependent on resources from this direction - there are other funds to be tapped - but the prospect of substantial cash inputs over the next five years means that the job can be done quicker, better and with an increased chance of success.

A New Approach: Design Criteria

The prospect of this gift makes a new approach realisable and its elements are set out in the subsequent sections. The principles that have influenced its design are well in line with current policy thinking:

• genuine partnership working. Regenerating Lennoxtown calls for close collaboration among partner agencies and the community. The development process has enabled everyone to have a say and implementation will involve everyone.

• community leadership - with a difference. The structure of the Initiative has been designed to place the community at its heart and to ensure a broad spectrum of community interests able to bring to bear an equally broad spectrum of expertise.

• integration across departments and functions. A key feature is a focus on the "customers" or "beneficiaries" of the Initiative's action plan - demanding that service deliverers integrate what they do.

• a focus on sustainability. While the action plan sets out what will be done over the next five years, the Initiative takes a strategic view in order to sustain the benefits.

We turn now to the first element of our approach - our Vision and Strategy for Lennoxtown.

The Case for Lennoxtown: Strategy & Action Plan

8
Section IV: A Strategy for Lennoxtown

Introduction

Lennoxtown is a small place; we don't need a long, wordy strategy - we need a straightforward strategy that encapsulates where we are going and how we are going to get there. This Section sets out our Vision for a future Lennoxtown, our Operational Framework of key objectives and the Values that will guide what we do and the way we do it.

Our Vision

It's quite simple. Lennoxtown will be a place:

- whose people, communities and economy are healthy & confident.
- that works together for the good of all its people.
- that people want to come to & that welcomes & enthuses them.
- with a vibrant, stable population.
- that offers opportunities for work, living & leisure.
- with well-functioning services and facilities.
- at ease with its place in the world.
- playing its full part in East Dunbartonshire's hinterland.

Our Operational Framework

Our core aim is to uplift the health and confidence of Lennoxtown and enhance its prosperity - the prosperity of individuals, families and groups and the whole community. Our operational framework will guide and shape the efforts of many people and agencies over future years (and Section V below sets out the first actions to be undertaken within this framework).

The framework is summarised in the diagram opposite. Its elements do not stand alone; this is an integrated approach organised around our "customers" rather than the needs of those delivering services. The framework:

- focuses on individuals, groups and organisations (as individuals come together for a shared purpose) and the Village as a whole;
- balances measures to address Lennoxtown's economic health with initiatives designed to raise social and community well-being generally.

It contains eight operational objectives, summarised below. The first six will be addressed through the deployment of ongoing programmes of activity:

- Objective One: Economic Health for Individuals - to develop people's awareness of, access to and skills for work. We will improve Lennoxtown people's ability to get work and get better work. Simply creating local jobs will not automatically mean that local residents will win them; our people must be able to compete. Action will need to connect with people far from the labour market; address diverse patterns of need - giving a priority to those made redundant from the Hospital and tackling household as well as individual issues; support people through a process of change - as new work demands new skills and attitudes; promote self-employment as well as equip people for employment.
Objective Two: Community Health for Individuals - to overcome the barriers to individual inclusion. Inclusion is not just an economic issue; we must ensure that no-one is excluded, by barriers that can be removed, from full participation in the life of our communities.

Objective Three: Economic Health for Organisations - to sustain and grow the local employer base. We need to increase Lennoxtown's stock of local and accessible jobs. If Lennoxtown is to reverse its decline and renew itself, then a prime need is a flow of accessible opportunities for work (new jobs and turnover). Action must be targeted; a reliance on mainstream programmes will not be sufficient; it must play to Lennoxtown's strengths - emerging market interest, an attractive environment, population growth and the potential of the Castle site.

Objective Four: Community Health for Organisations - to enhance the capacities of community groups and enterprises. Community-based enterprises play a significant role in society, employ people and can help overcome economic and social exclusion issues. Lennoxtown needs to sustain its existing organisations and expand the number of groups contributing to the well-being of the Village.

Objective Five: Economic Health for the Village - to market the Village's attractions. The village sits in an excellent environment but fails to exploit it. Lennoxtown must marshal its attractiveness and let wider markets know what it has to offer.

Objective Six: Community Health for the Village - to mobilise the engagement of the community. As with all regeneration, the aim is to transform a local economy to the stage where it can sustain its own momentum - where responsibility for action rests locally. Action should stimulate local engagement from the start, giving the community genuine ownership of what is happening to their Village and opportunities to take a lead.

These will be underpinned by Objective Seven, with the delivery of key initiatives to transform Lennoxtown's look and fabric and Objective Eight, focusing on the integration of services in line with the Community Planning and Modernising Government agendas. These two objectives lock facilities and services together.

Objective Seven: Using the Village's Assets - to re-vitalise the physical fabric of the Village. We need to make Lennoxtown's physical assets work for the Village. This objective will enhance the fabric of the Village, ensuring that its image is attractive and that its layout and facilities work well. Action must be sustainable; there are many examples of physical renewal that swiftly fall into disrepair - it will call for new partnerships to help with implementation and with subsequent management.

Objective Eight: Serving the Community - to integrate service delivery to Lennoxtown. The Government recognises the need to change the way public bodies deliver their services; they need to be organised seamlessly around their beneficiaries. Lennoxtown offers a manageable opportunity to take the East Dunbartonshire Community Plan into action.
Our Values

In many ways, tackling a challenge on the scale of Lennoxtown should be more easily achievable than, say, one of Glasgow or Edinburgh's peripheral housing estates - where the sheer scale of the problems extends the timescale and where the difficulties are forever deepened. In other ways, the task will be as hard and the way we approach the process of renewal will be as important to sustainability as what we do. The Lennoxtown Initiative will conduct itself in line with the following principles:

- **inclusion** - the initiative will seek consistently to engage the widest possible range of people and organisations in the collective regeneration process.

- **focus** - the Initiative will always be clear who it is trying to help and will ensure that its actions support its customers.

- **continual renewal** - the Initiative will keep itself alive and alert by drawing in new blood and keeping abreast of progress and different challenges.

- **partnership** - the Initiative will be a partnership and it will work in partnership with anyone with a contribution to make. It will not be precious about who does what.

We turn now to our Action Plan for the next five years.
Introduction

In this Section, we set out the first batch of actions that will be undertaken during the first five years of the Initiative. Some of these will take five years - maybe, longer - to deliver; others will be on the ground quickly; it may prove necessary to refine or change them within this first period. For the moment, there is a consensus on what needs to be done as a beginning.

Objectives & Actions

☐ Objective One: Economic Health for Individuals - to develop people's awareness of, access to and skills for work.

☐ Programme 1: Work Awareness. A suite of programmes raising awareness of the requirements of work - aimed at children, young people and households.

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<th>Lead/Co-ordination:</th>
<th>Lennoxtown Initiative</th>
</tr>
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<tbody>
<tr>
<td>Support Partners:</td>
<td>SED; EDC; ESD; Emoyment Service (ES); Private sector; EDET</td>
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<table>
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<th>Lead/Co-ordination:</th>
<th>Lennox Partnership</th>
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</thead>
<tbody>
<tr>
<td>Support Partners:</td>
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</table>

☐ Programme 3: Access to Work. Programmes to strengthen connections to employment opportunities - influencing employer recruitment policies, linking to opportunities on the Castle site, providing work experience through intermediate labour market schemes and raising personal confidence.

<table>
<thead>
<tr>
<th>Lead/Co-ordination:</th>
<th>Lennoxtown Initiative</th>
</tr>
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<tbody>
<tr>
<td>Support Partners:</td>
<td>SED; ES; Lennox Partnership; EDC; Private sector</td>
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</table>

☐ Programme 4: Skills for Work. Provision to enhance competitiveness in job-search, getting a job (confidence, core & ICT skills), doing a job (customising training to opportunities) and keeping a job (aftercare - including SED's JobLink support).

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<tr>
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Table 1: Objective One - Timescale, Costs & Benefits

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<td>Programme 2</td>
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<td>15</td>
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<td>Totals</td>
<td>65</td>
<td>100</td>
<td>150</td>
<td>100</td>
<td>95</td>
<td>510</td>
</tr>
</tbody>
</table>

Objective Benefits: ☐ 250 participants in work awareness & 100 in training & development
☐ 20-25 self-employment starts & 30 new jobs
☐ 50 people into work & retention rates up 25%
☐ 10 ILM participants pa & 75% into work

The Case for Lennoxtown: Strategy & Action Plan 12
Objective Two: Community Health for Individuals - to overcome the barriers to individual inclusion.

- **Programme 5: Youth Transitions.** Motivational initiatives providing young people with a programme of personal and team-based development.

<table>
<thead>
<tr>
<th>Lead/Co-ordination:</th>
<th>EDC</th>
</tr>
</thead>
<tbody>
<tr>
<td>Support Partners:</td>
<td>SED; Health Trust</td>
</tr>
</tbody>
</table>

- **Programme 6: Child Care.** The development of a local support framework - including private sector and social economy organisations.

<table>
<thead>
<tr>
<th>Lead/Co-ordination:</th>
<th>EDC</th>
</tr>
</thead>
<tbody>
<tr>
<td>Support Partners:</td>
<td>SED; CVS; Lennoxtown Initiative</td>
</tr>
</tbody>
</table>

- **Programme 7: Lennoxtown - A Learning Community.** Expansion and integration of learning provision modelled on the Vale of Leven experience. This will include outreach connections to the Southbank (Kirkintilloch) Learning Centre.

<table>
<thead>
<tr>
<th>Lead/Co-ordination:</th>
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</tr>
</thead>
<tbody>
<tr>
<td>Support Partners:</td>
<td>Lennoxtown Initiative; EDC; SUI; EDET</td>
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</tbody>
</table>

- **Programme 8: Households & Families.** Targeted counselling and support for workless households and those affected by redundancies.

<table>
<thead>
<tr>
<th>Lead/Co-ordination:</th>
<th>Lennoxtown Initiative</th>
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</thead>
<tbody>
<tr>
<td>Support Partners:</td>
<td>SED; Employment Service/Benefits Agency; Careers; EDC</td>
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### Table 2: Objective Two - Timescale, Costs & Targets

<table>
<thead>
<tr>
<th>Programme</th>
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<td>10</td>
<td>10</td>
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<td>5</td>
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<td>115</td>
<td>135</td>
<td>140</td>
<td>125</td>
<td>590</td>
</tr>
</tbody>
</table>

Objective Benefits:
- □ 40-50 young people supported
- □ 30-50 child care places established
- □ 450 learner throughput & stock of 100 active learners

Objective Three: Economic Health for Organisations - to sustain and grow the local employer base.

- **Programme 9: Building our Businesses.** Development activity focused on existing firms in the Village and the surrounding area and on incoming enterprises - especially in the visitor market. The programme will integrate a range of assistance, concentrating on developing management and workforce skills.

<table>
<thead>
<tr>
<th>Lead/Co-ordination:</th>
<th>SED</th>
</tr>
</thead>
<tbody>
<tr>
<td>Support Partners:</td>
<td>EDC: Lennox Partnership</td>
</tr>
</tbody>
</table>

- **Programme 10: Craft Development.** Enhanced support for the craft sector locally, developing a craft register and increased promotion - building on the expertise developed through Lomond Shores.
Lead/Co-ordination: Lennox Partnership
Support Partners: SED; Clachan Craft Association

Programme 11: Retail Initiative. Working with the local retail sector, for example, establishing a Retail Forum to ensure market consolidation in the local service centre.

Lead/Co-ordination: EDC
Support Partners: SED; Lennox Partnership; Lennoxtown Initiative

Table 3: Objective Three - Timescale, Costs & Targets

<table>
<thead>
<tr>
<th>Programme 9</th>
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<th>3</th>
<th>4</th>
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<td>210</td>
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<td>80</td>
<td>105</td>
<td>105</td>
<td>95</td>
<td>440</td>
</tr>
</tbody>
</table>

Objective Benefits:
- 8 new firms
- 10 existing firms supported pa & increasing turnover by 20%
- 55 new jobs
- 45 jobs safeguarded

Objective Four: Community Health for Organisations - to enhance the capacities of community groups and enterprises.

Programme 12: Developing Existing Community Groups & Organisations. Focusing on management development support and income generation for sustainability.

Lead/Co-ordination: Lennoxtown Initiative
Support Partners: EDC; Lennox Partnership; Private sector; CVS

Programme 13: Stimulating New Community Organisations. Measures to stimulate activity within the community and provide developmental support for emerging local groups.

Lead/Co-ordination: Lennoxtown Initiative
Support Partners: EDC; existing community groups; CVS

Table 4: Objective Four - Timescale, Costs & Targets

<table>
<thead>
<tr>
<th>Programme 12</th>
<th>1</th>
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<td>50</td>
<td>55</td>
<td>50</td>
<td>35</td>
<td>230</td>
</tr>
</tbody>
</table>

Objective Benefits:
- 10 existing organisations supported
- 15 new groups assisted
- 40 new jobs & 25 jobs safeguarded
- Service delivery enhanced & grant dependency reduced

The Case for Lennoxtown: Strategy & Action Plan
Objective Five: Economic Health for the Village - to market the village's attractions.

Programme 14: Developing the Visitor Product. A programme of foundation work to clarify the "product" and design a comprehensive strategy, followed by the implementation of key attractions.

<table>
<thead>
<tr>
<th>Lead/Co-ordination:</th>
<th>Lennoxtown Initiative</th>
</tr>
</thead>
<tbody>
<tr>
<td>Support Partners:</td>
<td>EDC; SED; Tourist Board; Private sector; community</td>
</tr>
</tbody>
</table>

Programme 15: Deploying a Marketing Campaign. The development of materials, signage and advertising in support of the visitor strategy.

<table>
<thead>
<tr>
<th>Lead/Co-ordination:</th>
<th>Lennoxtown Initiative</th>
</tr>
</thead>
<tbody>
<tr>
<td>Support Partners:</td>
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</table>

Table 5: Objective Five - Timescale, Costs & Benefits

<table>
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<td>130</td>
<td>160</td>
<td>125</td>
<td>100</td>
<td>655</td>
</tr>
</tbody>
</table>

Objective Benefits:
- additional visitor spend rising to 0.5mn pa
- 20 new jobs
- jobs safeguarded included elsewhere

Objective Six: Community Health for the Village - to mobilise the engagement of the community.

Programme 16: Local Events. A regular series of events to stimulate local engagement and to widen consultation.

<table>
<thead>
<tr>
<th>Lead/Co-ordination:</th>
<th>Lennoxtown Initiative</th>
</tr>
</thead>
<tbody>
<tr>
<td>Support Partners:</td>
<td>All partners</td>
</tr>
</tbody>
</table>

Programme 17: Lennoxtown Champions. A development programme targeted on key local people capable of playing a main role in driving forward the Initiative.

<table>
<thead>
<tr>
<th>Lead/Co-ordination:</th>
<th>Lennoxtown Initiative</th>
</tr>
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<tbody>
<tr>
<td>Support Partners:</td>
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</table>

Table 6: Objective Six - Timescale, Costs & Targets

<table>
<thead>
<tr>
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<td>30</td>
<td>30</td>
<td>30</td>
<td>30</td>
<td>135</td>
</tr>
</tbody>
</table>

Objective Benefits:
- 4 events pa
- Increase stock of social capital
- 15 local champions trained

The Case for Lennoxtown: Strategy & Action Plan
Objective Seven: Using the Village's Assets - to re-vitalise the physical fabric of the village. This will focus on two key projects, consolidating Clachan of Campsie and, through a linked series of developments, regenerating the centre of the Village.

Clachan of Campsie. Clachan, sitting at the foot of Campsie Glen, already draws substantial numbers of visitors from a relatively narrow catchment. Its upgrading will secure it as a core attraction for a wider market.

Village Centre Regeneration. This project will restore and re-fashion the heart of Lennoxtown (key elements shown on the plan) and embraces the Travelling Persons site planned for the eastern edge of the Village. The project aims to:

- re-establish the civic core of Main Street with a range of service provision, including a new integrated health care centre and library and learning centre;
- create a focus for commercial and leisure activity at North Lennox Square, connected to a High Church heritage centre;
- revitalise the Nailworks area around Station Road. Alongside private housing development, the project includes space for business starts and expansion plus replacement sports facilities;
- improve the environment - streetscapes, frontages and walkways.

The project will uplift the economic and social fabric of Lennoxtown; within the overall framework, specific elements will be carried forward by the appropriate public and private partners. The main costs for this project, against an indicative timescale, are shown below:

<table>
<thead>
<tr>
<th>Element</th>
<th>1</th>
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<th>3</th>
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<tr>
<td>Retail space/parking</td>
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<td>100</td>
<td>-</td>
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</tr>
<tr>
<td>Start-up units</td>
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<td>100</td>
<td>150</td>
<td>-</td>
<td>-</td>
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<td>Business Centre</td>
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<td>150</td>
<td>-</td>
<td>-</td>
<td>200</td>
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<td>Station Road: Sports &amp; Leisure</td>
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<td>100</td>
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<tr>
<td>Travelling Persons Site</td>
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<td>150</td>
<td>200</td>
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<tr>
<td>Environmental improvement</td>
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Table 7: Objective Seven - Timescale, Costs & Targets

<table>
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<tbody>
<tr>
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<td>Village Centre</td>
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<td>1,550</td>
<td>850</td>
<td>500</td>
<td>4,300</td>
</tr>
</tbody>
</table>

Objective Benefits:
- 100 jobs from business expansion & re-location
- other employment gains reflected in other programmes
- enhanced service provision
- retention of visitor spend
Objective Eight: Serving the Community - to integrate service delivery to Lennoxtown.

**Initiative I: "One-stop Shop".** Establishing a "one-stop shop" in the Village to act as a focus for service delivery - across the range of partner activities - and for ongoing intelligence-gathering.

<table>
<thead>
<tr>
<th>Lead/Co-ordination:</th>
<th>Lennoxtown Initiative</th>
</tr>
</thead>
<tbody>
<tr>
<td>Support Partners:</td>
<td>All public partners</td>
</tr>
</tbody>
</table>

**Initiative II: Service Integration.** Piloting the principles of Community Planning by drawing public services together in the Village.

<table>
<thead>
<tr>
<th>Lead/Co-ordination:</th>
<th>EDC</th>
</tr>
</thead>
<tbody>
<tr>
<td>Support Partners:</td>
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</tbody>
</table>

**Table 8: Objective Eight - Timescale, Costs & Targets**

<table>
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<td>55</td>
<td>55</td>
<td>55</td>
<td>305</td>
</tr>
</tbody>
</table>

**Objective Benefits:**
- Increased service uptake
- Better customer service through improved knowledge of customer needs
- More cost-effective delivery

**Action Plan Summary**

The overall gross costs for the action plan are summarised in Table 9 below:

**Table 9: Action Plan Costs Summary (£k: current prices)**

<table>
<thead>
<tr>
<th>Objective</th>
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<th>4</th>
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<th>Total</th>
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</thead>
<tbody>
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<td>Objective Two</td>
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<td>590</td>
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<td>50</td>
<td>35</td>
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<td>Objective Five</td>
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<td>2,230</td>
<td>1,465</td>
<td>1,035</td>
<td>7,065</td>
</tr>
</tbody>
</table>

**Benefits**

The Action Plan will deliver diverse benefits. Even over the initial five years, it will strengthen the local economic and social infrastructure, touching a substantial proportion of the resident population. Some 850 people will participate in its work and learning-related programmes; its support for youth, for community enterprise and for local champions will reach deeper.

The Case for Lennoxtown: Strategy & Action Plan 17
The expansion of the local economy (developing new, existing and incoming business, drawing greater visitor spend and creating employment opportunities within the social economy) will safeguard some 70 jobs and generate 245 new ones. Its programmes will help local people - those who would be unlikely to be able to compete otherwise - with around 105-110 people moved into work (including self-employment) and others helped to secure better jobs. Those who enter employment will do so with a better chance of retaining employment.

In addition, the projected £40mn development on the former Hospital site will generate in the order of a further 150 jobs in Lennoxtown and the wider area (and the Action Plan will seek to maximise the capture of these jobs by local residents). These figures take no account of the construction employment that will arise from the Hospital re-development and the five-year Action Plan.

And the public sector will gain benefits. It will be able to deliver its services better, due to proximity to the customer and the capacity to identify and meet needs better. It will win a higher rate of service usage; better delivery of the right services at an attractive quality will encourage a better match of supply and demand and improved cost-effectiveness.

Beyond the Action Plan

The programmes and projects set out in this Action Plan represent the initial consensus on what needs to be done. As the Initiative progresses, it will seek to refine the Plan and to roll it forward, taking account of emerging needs and opportunities. In the longer term, for instance:

- the re-development of the Hospital site will generate additional potential income that can be translated into jobs. The Initiative will need to be creative in grasping the benefits;
- the further development of housing - within the Village and on the Hospital site - may raise issues for local school provision.

What do we need to make all this happen?
Introduction

The Lennoxtown Initiative is more than an action plan. It is a joint venture involving a wide range of individuals and organisations. Making regeneration happen and making it successful for Lennoxton depends on two fundamental ingredients - access to resources and the practice of genuine partnership.

Access to Resources

The Action Plan is ambitious but realistic - realistic in its scope and in its recognition of the need to move swiftly enough on many fronts to generate an upward momentum for the Village. The implementation of the Plan will draw on the mainstream budgets of the partner agencies and a range of potential "challenge funds". However, there remains a funding "gap" of £3.5mn. The availability of finance through the Trust's sale of the Hospital site will be key to implementation and to the confidence of all the partners - especially the community - that the vision is achievable. The Trust has made clear its commitment; all Lennoxton needs is the support of the Scottish Executive.

The Initiative Partnership

Beginning and sustaining the regeneration of Lennoxton depends on the joint commitment of all parties to shared ownership of, and responsibility for, the progress of the Initiative. All partners must bring enthusiasm and firm commitment, assume clear roles and share in the ongoing process. While the Action Plan allocates for each programme and project a lead and supporting roles for their implementation, the core of the partnership will rest with Lennoxton Initiative.

The Lennoxton Initiative is being incorporated as a Company Limited by Guarantee with charitable status. It will be a lean organisation, focused on a Board employing an Operations Director and an Assistant to take on the day-to-day responsibilities. The Board itself is a partnership. Its participants are drawn from the three main partner agencies - the Health Trust, East Dunbartonshire Council and Scottish Enterprise Dunbartonshire - and from the local community. The community comprise the majority of the participants and have taken on the lead role for ensuring that the Board works and discharges its objectives well; they bring to bear a wealth of knowledge and experience from business and local life.

It is this Board that will play the central role in cementing the wider partnership, in ensuring that the Action Plan is delivered and in mobilising Lennoxton to take the longer-term responsibility for its own health and well-being.

August 2001
Diagram I: The Lennoxtown Initiative - Operational Framework

Programmes

- Individuals: Widening Opportunities
  - Develop people's awareness of access to and skills for work

- Organisations: Enhancing Capacities
  - To sustain & grow the local employment base

- The Village: Using Our Assets
  - To market the village

Projects

- To deliver the physical fabric of the village

Services

- To deliver CVE delivery to Lennoxtown
Working Paper

The Case for Lennoxtown: Financing the Initiative

August 2001
Introduction: A Health Warning

This Working Paper deals with how the Initiative could be funded; it supports the documents dealing with the Case for Lennoxtown (Document One) and the Village Profile (Document Two). It's a working document, intended to help the partner agencies work out how to translate their commitment into action.

The Action Plan is a realistic package - realistic in terms of what will be needed to turn Lennoxtown around and of what Lennoxtown can absorb over a five-year period. The Plan includes a wide range of activities, all of which will need to be financed - through staff or cash, through capital or revenue expenditure.

The tables below work (all costs in £k at current prices) through the Objectives and their component programmes and projects to estimate:

- the total funding requirements;
- the extent to which action might be expected to be undertaken by the partner agencies as part of their mainstream responsibilities (notably in line with the Community Planning agreements). It will, of course, be for those partners to assess;
  - how far the commitments can be met from within existing budget patterns;
  - how far the commitment calls for a re-prioritisation over the five-year period.
- the consequent "gap" in funding.

The costs are summarised by Objective and for the Action Plan in total. The tables also provide an indication of other funding sources that might be tapped; in general, these cannot be quantified at this stage and have not been included in calculations of the funding gap.
Objective One is aimed at getting local people ready for and into work. It includes a self-employment initiative; evidence suggests a latent drive towards enterprise. The work may be local; it may be further afield.

Programme 1: Work Awareness.

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Programme 2: Promoting Self-employment.

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Programme 3: Access to Work.

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The Case for Lennoxtown: Financing the Initiative
Objective One: Summary

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Potential Sources

| LE Employment Service | 5.0 | 10.0 | 10.0 | - | - | 25.0 |

The Case for Lennoxtown: Financing the Initiative
**Objective Two: Community Health for Individuals**

Objective Two sets out a range of action designed to address wider exclusion and the barriers to inclusion.

**Programme 5: Youth Transitions.**

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**Potential Sources:**

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**Programme 6: Child Care.**

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**Potential Sources:**

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**Programme 7: Lennoxtown - A Learning Community.**

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**Potential Sources:**

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**Programme 8: Households & Families.**

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**Potential Sources:**

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### Potential Sources

- Private sector

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*The Case for Lennoxtown: Financing the Initiative*
Objective Three: Economic Health for Organisations

Objective Three focuses on employer organisations. The larger firms located in Lennoxtown and its environs will be included in SED's "key company" programme. Support for smaller enterprises, including retail and visitor-related, will be the subject of a separate contract between the Initiative and the Lennox Partnership (the Small Business Gateway agents for Dunbartonshire).

Programme 9: Building our Businesses.

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Potential Sources:
- European Funds

Programme 10: Craft Development.

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Potential Sources:
- Private Sector

Programme 11: Retail Initiative.

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Potential Sources:
- Private Sector

Objective Three: Summary

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Potential Sources:
- European Funds
- Private Sector
Objective Four: Community Health for Organisations

Objective Four is key to Lennoxtown developing a self-sustaining capacity through support for community-based organisations and groups.

Programme 12: Developing Existing Community Groups & Organisations.

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Potential Sources
- European Funds
- Lottery Board
- SCVO/CVS

Programme 13: Stimulating New Community Organisations.

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Potential Sources
- European Funds
- Lottery Board
- SCVO/CVS

Objective Four: Summary

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Potential Sources
- European Funds
- Lottery Board
- SCVO/CVS

The Case for Lennoxtown: Financing the Initiative
Objective Five focuses on maximising the attractiveness of the Village and turning that attractiveness into economic gain. Given that the private sector will be a key player in any marketing drive, a modest business contribution might be sought.

Programme 14: Developing the Visitor Product.

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Programme 15: Deploying a Marketing Campaign.

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Objective Five: Summary

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<td>5.0</td>
<td>15.0</td>
</tr>
<tr>
<td>Gap</td>
<td>40.0</td>
<td>95.0</td>
</tr>
</tbody>
</table>

Potential Sources:
- Private Sector
The aim of Objective Six is to galvanise community involvement.

### Programme 16: Local Events

<table>
<thead>
<tr>
<th>Funding</th>
<th>Action Plan Timescale</th>
<th>Totals</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Year 1</td>
<td>Year 2</td>
</tr>
<tr>
<td>Total Requirement</td>
<td>15.0</td>
<td>20.0</td>
</tr>
<tr>
<td>EDC</td>
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</tr>
<tr>
<td>Gap</td>
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</table>

**Potential Sources:**

### Programme 17: Lennoxtown Champions

<table>
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</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Year 1</td>
<td>Year 2</td>
</tr>
<tr>
<td>Total Requirement</td>
<td>-</td>
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<tr>
<td>Partners</td>
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<td>-</td>
</tr>
<tr>
<td>Gap</td>
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**Potential Sources:**

- Lottery Board

### Objective Six: Summary

<table>
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</thead>
<tbody>
<tr>
<td></td>
<td>Year 1</td>
<td>Year 2</td>
</tr>
<tr>
<td>Total Requirement</td>
<td>15.0</td>
<td>30.0</td>
</tr>
<tr>
<td>EDC</td>
<td>5.0</td>
<td>5.0</td>
</tr>
<tr>
<td>Gap</td>
<td>10.0</td>
<td>25.0</td>
</tr>
</tbody>
</table>

**Potential Sources:**

- Lottery Board

---

The Case for Lennoxtown: Financing the Initiative
Objective Seven: Using the Village’s Assets

Objective Seven concerns the physical renewal of the Village. Delivered through two key initiatives - Clachan of Campsie and the Village Centre regeneration - action will lever private sector investment - directly and through planning gain.

**Clachan of Campsie.**

<table>
<thead>
<tr>
<th>Funding</th>
<th>Action Plan Timescale</th>
<th>Totals</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Year 1</td>
<td>Year 2</td>
</tr>
<tr>
<td>Total Requirement</td>
<td>50.0</td>
<td>100.0</td>
</tr>
<tr>
<td>SED</td>
<td>25.0</td>
<td>50.0</td>
</tr>
<tr>
<td>EDC</td>
<td>25.0</td>
<td>25.0</td>
</tr>
<tr>
<td>Gap</td>
<td>-</td>
<td>25.0</td>
</tr>
</tbody>
</table>

**Potential Sources:**

- Private sector

**Village Centre Regeneration.**

<table>
<thead>
<tr>
<th>Funding</th>
<th>Action Plan Timescale</th>
<th>Totals</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Year 1</td>
<td>Year 2</td>
</tr>
<tr>
<td>Total Requirement</td>
<td>350.0</td>
<td>900.0</td>
</tr>
<tr>
<td>SED</td>
<td>50.0</td>
<td>100.0</td>
</tr>
<tr>
<td>EDC</td>
<td>100.0</td>
<td>100.0</td>
</tr>
<tr>
<td>Scottish Executive*</td>
<td>50.0</td>
<td>150.0</td>
</tr>
<tr>
<td>Private sector</td>
<td>50.0</td>
<td>100.0</td>
</tr>
<tr>
<td>Gap</td>
<td>100.0</td>
<td>450.0</td>
</tr>
</tbody>
</table>

**Potential Sources:**

- Private sector
- Heritage Lottery
- Community Lottery
- Historic Scotland
- SUI
- SED

*Travelling Persons Site.

Objective Seven: Summary

<table>
<thead>
<tr>
<th>Funding</th>
<th>Action Plan Timescale</th>
<th>Totals</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Year 1</td>
<td>Year 2</td>
</tr>
<tr>
<td>Total Requirement</td>
<td>400.0</td>
<td>1,000.0</td>
</tr>
<tr>
<td>SED</td>
<td>75.0</td>
<td>150.0</td>
</tr>
<tr>
<td>EDC</td>
<td>125.0</td>
<td>125.0</td>
</tr>
<tr>
<td>Private sector</td>
<td>50.0</td>
<td>100.0</td>
</tr>
<tr>
<td>Scottish Executive</td>
<td>50.0</td>
<td>150.0</td>
</tr>
<tr>
<td>Gap</td>
<td>100.0</td>
<td>475.0</td>
</tr>
</tbody>
</table>

**Potential Sources:**

- Private sector
- Heritage Lottery
- Community Lottery
- Historic Scotland
- SED
- SUI

The Case for Lennoxtown: Financing the Initiative 10
Objective Eight: Serving the Community

Objective Eight involves measures to enhance the integrated delivery of services from the diverse public agencies into the Village. This will involve many of the Community Planning partners - the regeneration of Lennoxtown is included in the Community Plan's actions.

Initiative I: "One-stop Shop".

<table>
<thead>
<tr>
<th>Funding</th>
<th>Action Plan Timescale</th>
<th>Totals</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Year 1</td>
<td>Year 2</td>
</tr>
<tr>
<td>Total Requirement</td>
<td>40.0</td>
<td>50.0</td>
</tr>
<tr>
<td>SED</td>
<td>10.0</td>
<td>10.0</td>
</tr>
<tr>
<td>EDC</td>
<td>10.0</td>
<td>15.0</td>
</tr>
<tr>
<td>Health Trust</td>
<td>10.0</td>
<td>10.0</td>
</tr>
<tr>
<td>Other partners</td>
<td>10.0</td>
<td>15.0</td>
</tr>
<tr>
<td>Gap</td>
<td>-</td>
<td>-</td>
</tr>
</tbody>
</table>

Initiative II: Service Integration.

<table>
<thead>
<tr>
<th>Funding</th>
<th>Action Plan Timescale</th>
<th>Totals</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Year 1</td>
<td>Year 2</td>
</tr>
<tr>
<td>Total Requirement</td>
<td>20.0</td>
<td>30.0</td>
</tr>
<tr>
<td>SED</td>
<td>5.0</td>
<td>5.0</td>
</tr>
<tr>
<td>EDC</td>
<td>5.0</td>
<td>10.0</td>
</tr>
<tr>
<td>Health Trust</td>
<td>5.0</td>
<td>5.0</td>
</tr>
<tr>
<td>Other partners</td>
<td>5.0</td>
<td>10.0</td>
</tr>
<tr>
<td>Gap</td>
<td>-</td>
<td>-</td>
</tr>
</tbody>
</table>

Objective Eight: Summary

<table>
<thead>
<tr>
<th>Funding</th>
<th>Action Plan Timescale</th>
<th>Totals</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Year 1</td>
<td>Year 2</td>
</tr>
<tr>
<td>Total Requirement</td>
<td>60.0</td>
<td>90.0</td>
</tr>
<tr>
<td>SED</td>
<td>15.0</td>
<td>15.0</td>
</tr>
<tr>
<td>EDC</td>
<td>15.0</td>
<td>25.0</td>
</tr>
<tr>
<td>Health Trust</td>
<td>15.0</td>
<td>15.0</td>
</tr>
<tr>
<td>Other partners</td>
<td>15.0</td>
<td>25.0</td>
</tr>
<tr>
<td>All partner shares</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Gap</td>
<td>-</td>
<td>-</td>
</tr>
</tbody>
</table>
The table below aggregates the expenditures for all the Objectives:

<table>
<thead>
<tr>
<th>Funding</th>
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<th>Totals</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Year 1</td>
<td>Year 2</td>
</tr>
<tr>
<td>Total Requirement</td>
<td>760.0</td>
<td>1,585.0</td>
</tr>
<tr>
<td>SED/Careers Service</td>
<td>172.5</td>
<td>277.5</td>
</tr>
<tr>
<td>EDC</td>
<td>92.5</td>
<td>232.5</td>
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<tr>
<td>Health Trust</td>
<td>15.0</td>
<td>15.0</td>
</tr>
<tr>
<td>Other partners</td>
<td>15.0</td>
<td>25.0</td>
</tr>
<tr>
<td>Scottish Executive</td>
<td>50.0</td>
<td>150.0</td>
</tr>
<tr>
<td>Private sector</td>
<td>60.0</td>
<td>100.0</td>
</tr>
<tr>
<td>Gap</td>
<td>265.0</td>
<td>785.0</td>
</tr>
</tbody>
</table>

Potential Sources:
- European Funds
- Lottery Board
- SCVO
- Sufi
- Employment Service
- Private sector

August 2001
Document Two

The Case for Lennoxtown:
Profile of Lennoxtown

August 2001
Profile of Lennoxtown

Document Two assembles a range of information about Lennoxtown, what has been happening to it over recent years and how it sits within the wider East Dunbartonshire context. Lennoxtown is a small settlement and simple indicators for key trends are not always to hand. The document draws on the data that is available, on a review of relevant research work and on the knowledge and insights of key personnel from service delivery agencies.

The information is organised under the following broad headings:

I. Population;
II. Housing tenure;
III. Households;
IV. Economically-active population;
V. Education & training;
VI. The Local Economy;
VII. Unemployment;
VIII. Health & Care;
IX. Exclusion & poverty;
X. Community organisation;
XI. Physical infrastructure.

The 2001 Voluntary Population Survey (VPS) is in the process of analysis by the Council and will cast further light on trends. It will be important for the Initiative and its partners to keep monitoring change.
In 1991, as shown in Table 1 below, Lennoxtown had a population of around 3,700 (excluding those resident in institutions). The breakdown of the population was broadly similar to that of the Council area (EDC) as a whole, albeit with a higher proportion of 18-24 year-olds and a slightly higher proportion aged over 65 years.

Table 1: Lennoxtown Population 1991

<table>
<thead>
<tr>
<th>Age band</th>
<th>Male</th>
<th>Female</th>
<th>Total</th>
<th>Percentage of Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>0-4</td>
<td>175</td>
<td>113</td>
<td>288</td>
<td>7.65</td>
</tr>
<tr>
<td>5-11</td>
<td>168</td>
<td>195</td>
<td>363</td>
<td>9.64</td>
</tr>
<tr>
<td>12-15</td>
<td>98</td>
<td>102</td>
<td>190</td>
<td>4.99</td>
</tr>
<tr>
<td>16-17</td>
<td>45</td>
<td>49</td>
<td>94</td>
<td>2.50</td>
</tr>
<tr>
<td>18-24</td>
<td>215</td>
<td>252</td>
<td>467</td>
<td>12.40</td>
</tr>
<tr>
<td>25-59</td>
<td>903</td>
<td>881</td>
<td>1,784</td>
<td>47.36</td>
</tr>
<tr>
<td>60-64</td>
<td>83</td>
<td>65</td>
<td>148</td>
<td>3.93</td>
</tr>
<tr>
<td>65+</td>
<td>171</td>
<td>264</td>
<td>435</td>
<td>11.55</td>
</tr>
<tr>
<td>Totals</td>
<td>1,846</td>
<td>1,921</td>
<td>3,767</td>
<td>100.00</td>
</tr>
</tbody>
</table>


Since 1991 through to the late 1990s, the Village’s population has declined as in Table 2 below:

Table 2: Lennoxtown Population Change 1991-1997

<table>
<thead>
<tr>
<th>Year</th>
<th>Male</th>
<th>Female</th>
<th>Total</th>
<th>Percentage of Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>1991</td>
<td></td>
<td></td>
<td>3,767</td>
<td></td>
</tr>
<tr>
<td>1993</td>
<td></td>
<td></td>
<td>3,661</td>
<td></td>
</tr>
<tr>
<td>1997</td>
<td></td>
<td></td>
<td>3,278</td>
<td></td>
</tr>
<tr>
<td>Change 1991-97</td>
<td>0.00</td>
<td>0.00</td>
<td>489</td>
<td></td>
</tr>
<tr>
<td>%Change 1991-97</td>
<td></td>
<td></td>
<td>-13%</td>
<td></td>
</tr>
</tbody>
</table>


The total population fell by 2.8% between 1991-93, with a further - slower - drop of 2.9% over the period 1993-97. The 13% population drop over the whole of this period compares with a marginal drop of 0.1% for the EDC area over 1981-98 (Regional Trends: 2000). Within the EDC’s reasonably stable total, Lennoxtown’s decline was relatively sharp.

More recently, total population levels have swung upwards, reflecting new developments within the Village (see below). The 2001 VPS reports a total population of 4,207 - an increase over 1997 of more than 900 people. Within this overall increase, Lennoxtown’s population has "grown older". During the decade from 1991, the proportion of residents aged 60 and over rose from 15.5% to 29.5% (more than doubling in absolute numbers); the proportion under 15 years fell from 22% to 15%; the working age population remained virtually static. The increase in Village population brings opportunities but also places new pressures on service provision.
A strong and continuing feature of East Dunbartonshire has been its development as a commuter location, especially for people and households flowing from the City of Glasgow. With the spread of private housing development, this has brought new residents to many parts of the area but Lennoxtown has not benefited to the same extent as other settlements - the neighbouring villages of Torrance and Milton of Campsie, for example, have effectively re-invented themselves and sustained their attractiveness. By the same token, the relative lack of private housing development will have restricted the choice available to residents who wish to move "up the ladder" - and they may well have moved out of the Village.

Table 3 below shows the 1991 tenure position, with Lennoxtown’s proportion of owner-occupation well below the EDC area and the proportion of Council stock well above.

Table 3: Lennoxtown Housing Tenure 1991

<table>
<thead>
<tr>
<th>Tenure</th>
<th>Lennoxtown</th>
<th>EDC</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Number</td>
<td>Percentage</td>
</tr>
<tr>
<td>Owner-occupied</td>
<td>673</td>
<td>47.43</td>
</tr>
<tr>
<td>Local Authority Rented</td>
<td>655</td>
<td>46.16</td>
</tr>
<tr>
<td>Housing Association Rented</td>
<td>8</td>
<td>0.56</td>
</tr>
<tr>
<td>Private Rented</td>
<td>39</td>
<td>2.75</td>
</tr>
<tr>
<td>Other</td>
<td>44</td>
<td>3.10</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>1,419</strong></td>
<td><strong>100.00</strong></td>
</tr>
</tbody>
</table>


Since 1991, the tenure profile has begun to swing more to that of the EDC area as a whole; the present composition is shown in Table 4 below. The number of owner-occupied units has increased due to the exercise of "right-to-buy" and additional private developments - which have sold successfully (further planning applications have been submitted). The likely inclusion of housing on a redeveloped Hospital site will bring Lennoxtown closer still to the pattern of the wider area.

Table 4: Lennoxtown Housing Tenure 2001

<table>
<thead>
<tr>
<th>Tenure</th>
<th>Lennoxtown</th>
<th>Change 91-01</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Number</td>
<td>Percentage</td>
</tr>
<tr>
<td>Owner-occupied</td>
<td>1,017</td>
<td>59.1</td>
</tr>
<tr>
<td>Local Authority Rented</td>
<td>525</td>
<td>30.5</td>
</tr>
<tr>
<td>Housing Association Rented</td>
<td>71</td>
<td>4.1</td>
</tr>
<tr>
<td>Private Rented/Other</td>
<td>109</td>
<td>6.3</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>1,722</strong></td>
<td><strong>100.00</strong></td>
</tr>
</tbody>
</table>

Source: East Dunbartonshire Council.

There are three main issues facing Lennoxtown:

- how the Village gains maximum benefit from an influx of new people and fresh purchasing-power. While some of the new houses have been taken by existing residents moving "up the ladder", many do and will represent "inward investment";
- the - as yet unclear - impact of possible future stock transfer on Council tenants. The Council are exploring transfer mechanisms in Hillhead (in Kirkintilloch);
- associated with both of these, how the community sustains its coherence and avoids becoming polarised around a "rich-poor axis".

The Case for Lennoxtown: Profile of Lennoxtown
III: Households

Lennoxtown’s household composition also shows deviation from the typical East Dunbartonshire profile, as shown in Table 5 below:

Table 5: Lennoxtown Household Composition

<table>
<thead>
<tr>
<th>Households</th>
<th>Lennoxtown</th>
<th>Percentage</th>
<th>EDC</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total</td>
<td>1,434</td>
<td>100.00</td>
<td>100.00</td>
<td></td>
</tr>
<tr>
<td>With children</td>
<td>529</td>
<td>36.89</td>
<td>37.20</td>
<td></td>
</tr>
<tr>
<td>Lone with children 0-15</td>
<td>72</td>
<td>14.23</td>
<td>9.45</td>
<td></td>
</tr>
<tr>
<td>Children 0-15 in lone</td>
<td>130</td>
<td>15.33</td>
<td>9.01</td>
<td></td>
</tr>
<tr>
<td>Elderly</td>
<td>388</td>
<td>27.06</td>
<td>28.25</td>
<td></td>
</tr>
<tr>
<td>Lone elderly</td>
<td>170</td>
<td>43.81</td>
<td>42.10</td>
<td></td>
</tr>
</tbody>
</table>


Two issues stand out here:

- **lone parent** households - the number of such households and the proportion of children in lone households are both well above the Council area average;
- **lone elderly** households - although the proportion of elderly households is slightly below the EDC average, the proportion of lone elderly households is somewhat above. With the proportion of East Dunbartonshire elderly projected to grow faster than for Scotland (and with the 2001 VPS showing an increase in Lennoxtown’s elderly), the risk is that lone elderly also increase.

The statistics on these two vulnerable groups are among the indicators that mark out Lennoxtown - with Hillhead - as communities at risk within the more prosperous wider area.
IV. Economically Active Population

Table 6 below summarises the position on the economically-active (including those on training schemes and looking for work) in Lennoxtown in 1991:

Table 6: Lennoxtown EAP 1991

<table>
<thead>
<tr>
<th>Category</th>
<th>Lennoxtown</th>
<th>Percentage</th>
<th>EDC</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total</td>
<td>1,906</td>
<td>100.00</td>
<td>100.00</td>
<td></td>
</tr>
<tr>
<td>Male</td>
<td>1,077</td>
<td>56.51</td>
<td>55.56</td>
<td></td>
</tr>
<tr>
<td>16-19</td>
<td>66</td>
<td>3.46</td>
<td>3.57</td>
<td></td>
</tr>
<tr>
<td>20-24</td>
<td>136</td>
<td>7.14</td>
<td>6.10</td>
<td></td>
</tr>
<tr>
<td>25-64</td>
<td>869</td>
<td>45.59</td>
<td>45.32</td>
<td></td>
</tr>
<tr>
<td>65+</td>
<td>6</td>
<td>0.31</td>
<td>0.57</td>
<td></td>
</tr>
<tr>
<td>Female</td>
<td>829</td>
<td>43.49</td>
<td>44.44</td>
<td></td>
</tr>
<tr>
<td>16-19</td>
<td>59</td>
<td>3.10</td>
<td>2.98</td>
<td></td>
</tr>
<tr>
<td>20-24</td>
<td>134</td>
<td>7.03</td>
<td>5.27</td>
<td></td>
</tr>
<tr>
<td>25-59</td>
<td>612</td>
<td>32.11</td>
<td>35.02</td>
<td></td>
</tr>
<tr>
<td>60-64</td>
<td>16</td>
<td>0.84</td>
<td>0.90</td>
<td></td>
</tr>
<tr>
<td>65+</td>
<td>8</td>
<td>0.42</td>
<td>0.27</td>
<td></td>
</tr>
<tr>
<td>Government Training Schemes</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>32</td>
<td>1.68</td>
<td>1.45</td>
<td></td>
</tr>
<tr>
<td>Male</td>
<td>24</td>
<td>2.23</td>
<td>1.73</td>
<td></td>
</tr>
<tr>
<td>Female</td>
<td>8</td>
<td>0.97</td>
<td>1.10</td>
<td></td>
</tr>
</tbody>
</table>


The profile is very similar to EDC as a whole, with males slightly above the EDC average and females slightly below. The proportion of people on Government training schemes was above the ED average; more recently, Scottish Enterprise Dunbartonshire have reported difficulty in attracting residents - especially young people - onto its schemes. This may suggest an awareness of the lack of employment opportunities and a consequent lack of interest and/or an unwillingness to travel.
Education, qualifications and skills provide a measure of competitiveness in the labour market. Looking at the overall figures for EDC residents:

- a high proportion are in employment, mobile, with high wages and high educational and skill levels.
- 10% of the workforce have no qualifications - half the Scottish figure (LFS 1996).
- 44% of EDC school-leavers enter higher or further education (Scotland 30%).

Lennoxtown data is not available but the 1991 Census indicated that Lennoxtown residents were lower-skilled than the EDC average - 30% were in ancillary occupations and 20% junior non-manual with only 10% skilled manual and 12% managerial. School leaver destinations, though small in number, show fewer Lennoxtown children going on to higher or further education (43% S6 leavers) than EDC as a whole (74%) - although there is little to suggest a disparate educational performance otherwise.

**Schools.** EDC's primary roll is 10,939. Some 435 Lennoxtown children attend EDC schools - 52.5% (227) at Lennoxtown Primary, 34.7% (151) at St Machans, 13.1% elsewhere. The secondary roll is 9,168. 152 Lennoxtown residents attend EDC secondary schools - 63.8% (97) St Ninians; 15.8% (24) Lenzie Academy; 8.6% (13) at Kirkintilloch High. [NB The zoned secondary school is Kilsyth Academy: an estimated 82 residents attend.] Table 7 below summarises the data on school absences:

**Table 7: Education - Absences (Academic Year 1999-2001)**

<table>
<thead>
<tr>
<th>Sector</th>
<th>EDC Attendance</th>
<th>EDC Unauthorised Absence</th>
<th>Lennoxtown Attendance</th>
<th>Lennoxtown Unauthorised Absence</th>
</tr>
</thead>
<tbody>
<tr>
<td>Primary</td>
<td>4.2</td>
<td>0.03</td>
<td>4.8</td>
<td>0.29</td>
</tr>
<tr>
<td>Secondary</td>
<td>8.9</td>
<td>0.21</td>
<td>11.1</td>
<td>0.14</td>
</tr>
<tr>
<td>Special</td>
<td>5.7</td>
<td>0.67</td>
<td>1.7</td>
<td>0.00</td>
</tr>
</tbody>
</table>

*Source: EDC*

The level of Lennoxtown primary unauthorised absence is higher than for EDC but on a par with the Scottish average (0.3%). At the secondary level, the rate is lower than for EDC as a whole - and for Scotland (1.4%). Table 8 shows the exclusions data:

**Table 8: Education - Exclusions (Academic Year 1999-2001)**

<table>
<thead>
<tr>
<th>Sector</th>
<th>EDC Number</th>
<th>EDC Total Length</th>
<th>Lennoxtown Number</th>
<th>Lennoxtown Total Length</th>
</tr>
</thead>
<tbody>
<tr>
<td>Primary</td>
<td>23</td>
<td>165</td>
<td>2</td>
<td>10</td>
</tr>
<tr>
<td>Secondary</td>
<td>550</td>
<td>4,042</td>
<td>12</td>
<td>66</td>
</tr>
<tr>
<td>Special</td>
<td>3</td>
<td>34</td>
<td>0</td>
<td>0</td>
</tr>
</tbody>
</table>

*Source: EDC*

**Primary School Performance.** Tables 9-13 set out the results of National Testing for EDC and Lennoxtown resident pupils.

**Table 9: 5-14 National Testing - % of P2 Pupils Achieving Level A**

<table>
<thead>
<tr>
<th>Subject</th>
<th>EDC</th>
<th>Lennoxtown</th>
</tr>
</thead>
<tbody>
<tr>
<td>Reading</td>
<td>61.64</td>
<td>66.52</td>
</tr>
<tr>
<td>Writing</td>
<td>47.80</td>
<td>36.21</td>
</tr>
<tr>
<td>Mathematics</td>
<td>82.40</td>
<td>88.21</td>
</tr>
</tbody>
</table>

*Source: EDC*
Table 10: 5-14 National Testing - % of P3 Pupils Achieving Level A

<table>
<thead>
<tr>
<th>Subject</th>
<th>EDC</th>
<th>Lennoxtown</th>
</tr>
</thead>
<tbody>
<tr>
<td>Reading</td>
<td>91.89</td>
<td>89.29</td>
</tr>
<tr>
<td>Writing</td>
<td>87.29</td>
<td>78.57</td>
</tr>
<tr>
<td>Mathematics</td>
<td>95.74</td>
<td>98.21</td>
</tr>
</tbody>
</table>

Source: EDC

Table 11: 5-14 National Testing - % of P4 Pupils Achieving Level B

<table>
<thead>
<tr>
<th>Subject</th>
<th>EDC</th>
<th>Lennoxtown</th>
</tr>
</thead>
<tbody>
<tr>
<td>Reading</td>
<td>84.93</td>
<td>70.27</td>
</tr>
<tr>
<td>Writing</td>
<td>79.10</td>
<td>62.15</td>
</tr>
<tr>
<td>Mathematics</td>
<td>87.97</td>
<td>74.32</td>
</tr>
</tbody>
</table>

Source: EDC

Table 12: 5-14 National Testing - % of P6 Pupils Achieving Level C

<table>
<thead>
<tr>
<th>Subject</th>
<th>EDC</th>
<th>Lennoxtown</th>
</tr>
</thead>
<tbody>
<tr>
<td>Reading</td>
<td>89.34</td>
<td>84.00</td>
</tr>
<tr>
<td>Writing</td>
<td>78.75</td>
<td>70.00</td>
</tr>
<tr>
<td>Mathematics</td>
<td>87.78</td>
<td>82.00</td>
</tr>
</tbody>
</table>

Source: EDC

Table 13: 5-14 National Testing - % of P7 Pupils Achieving Level D

<table>
<thead>
<tr>
<th>Subject</th>
<th>EDC</th>
<th>Lennoxtown</th>
</tr>
</thead>
<tbody>
<tr>
<td>Reading</td>
<td>80.99</td>
<td>71.93</td>
</tr>
<tr>
<td>Writing</td>
<td>63.58</td>
<td>63.16</td>
</tr>
<tr>
<td>Mathematics</td>
<td>79.96</td>
<td>66.67</td>
</tr>
</tbody>
</table>

Source: EDC

Secondary School Performance. The available data on secondary attainment levels shows that, at S4, for example, Lennoxtown children are on a par with the EDC average. However, by S5, Lennoxtown begin to slip back a little:

- S5 pupils with 3 or more Higher Grades - EDC 53%; Lennoxtown 48%;
- S5 pupils with 5 or more Higher Grades - EDC 22.3%; Lennoxtown 16%.

The small numbers preclude firm comparisons. The Council's Education service plan includes the aim of reducing exclusion levels by a third and introducing a Council-wide strategy for all schools to become New Community Schools.
The East Dunbartonshire Economy. Until recently, conventional wisdom held the East Dunbartonshire economy to be relatively prosperous and healthy. In terms of local residents, this was true; skills, qualifications and wage-levels are all relatively high. In terms of locally-based economic activity, however, the picture is more troubling - and it is largely this local economy on which Lennoxtown residents depend. Analysis (carried out in support of a bid for Social Inclusion Partnership status) showed:

- **EDC's local jobs base shrinking** relative to Scotland:
  - between 1991-6, EDC's jobs base fell by 2.6% against growth of 0.3% for Scotland. Another 15% of local jobs disappeared between 1996-8;
  - over the same period, manufacturing employment fell by 19.4% compared to a drop in Scotland of 10.9%.

- **A heavy dependence on small employing units** - which have been declining:
  - 37.9% of employment in EDC in organisations with under 25 employees, compared to 32.6% for Scotland;
  - employment fell by 5.9% in these small employers over the five years to 1996 while it rose by 2.6% in Scotland.

- **Most people travelling beyond EDC for work because of the lack of local employment opportunities**:
  - only 21.9% of employed male and 35.6% of employed female residents working within the area - 75% of working population travelling outwith EDC for work - mainly to Glasgow.

- **A local jobs base weak in terms of the quality of jobs**:
  - 42% of the vacancies filled at Kirkintilloch Job Centre were part-time versus 33% for Scotland;
  - Scottish Low Pay Unit estimated (1996) that 39% of full-time employees in EDC were low-paid compared with 32% Scotland.

The Lennoxtown Economy. Lennoxtown has traditionally depended on a limited number of major employers, together with a range of local service outlets, including public sector services and enterprises addressing wider visitor markets. Table 14 below shows the local business/employment base for Lennoxtown and surrounding settlements.

**Table 14: Lennoxtown Business Base**

<table>
<thead>
<tr>
<th></th>
<th>Number of Businesses</th>
<th>Number of Employees</th>
</tr>
</thead>
<tbody>
<tr>
<td>Kirkingtillloch</td>
<td>385</td>
<td>5,114</td>
</tr>
<tr>
<td>Twechar</td>
<td>10</td>
<td>173</td>
</tr>
<tr>
<td>Milton of Campsie</td>
<td>33</td>
<td>210</td>
</tr>
<tr>
<td>Torrance</td>
<td>33</td>
<td>183</td>
</tr>
<tr>
<td>LENNOXTOWN</td>
<td>29</td>
<td>307</td>
</tr>
</tbody>
</table>

Source: EDC Economic Development Unit 2001

**Major Employers.** With the closure of Somerville Nails and now the hospital, the main local employer is Campsie Spring - which employs around 100 people (more in the summer, when demand increases) and mainly draws its employees from the Village. The larger firms in Kirkintilloch and UPP in Milton of Campsie will also represent important sources of employment for Lennoxtown residents.

**Closure Impacts.** The Somerville Nails closure removed some 110 jobs from the village - 35% held by local residents, about the same by Kirkintilloch residents and 5% by people...
from Milton of Campsie. The hospital has provided a total of 723 jobs (1999) and the analysis of the impact of the closure (McGregor 1999) pointed to acute effects:

- generally:
  - most of the job-holders were under 50 and likely to remain economically-active;
  - half the jobs were relatively low-skill and low-paid nursing and ancillary occupations; most - 90% - were full-time;
  - two-thirds were held by women......

- for Lennoxtown:
  - 72% (570) of the jobs were held by EDC and 24% (175) by Lennoxtown residents - with another 8% (51) held by residents of other, nearby villages;
  - in addition to job losses, it was estimated that Lennoxtown might lose annual wages of £1.4mn pa. Even allowing for the effect of benefits etc, Lennoxtown's economy might anticipate an annual loss of £0.5mn plus further impacts from the closure's knock-on effects.

The Health Trust, alongside its Task Force partners, has worked to minimise the effects by redeploying patients and employees - effectively dispersing the hospital. Consequently, the jobs and income impacts for individuals and the Village are unlikely to reach these levels. However:

- it is clear that the closure/dispersal policy will still leave a number of employees for whom there is no immediate employment alternative. Estimates suggest around 50-70 people, concentrated in Lennoxtown;
- some of those who move their place of employment may also move their residence - and Lennoxtown may lose some employed people and their spending power.

While the impacts will, therefore, not be as great as had been feared, they will still fall to a meaningful degree on the Village. Those most at risk are unlikely to find re-employment easy; most will be low-skilled, swelling the numbers who find it hard to compete in the labour market.

Visitor and Tourist-related Activity plays a modest part in the local economy. The Village sits in outstanding countryside and, although not itself a visitor attraction, the adjacent Clachan of Campsie is; a 1995 survey suggested that around 40,000 people visit Campsie Glen each year - most of them local (around half from the immediate area or from Bearsden & Milngavie and with a high level of repeat visits). The area has a narrow but loyal market that should be susceptible to growth but, in the short term, will probably lose some market due to the loss of visitors hitherto drawn to the hospital.

The Local Service Base. Lennoxtown has a number of local service enterprises and retail outlets. By definition, these are dependant largely on local markets. The weakening in local purchasing power is having an effect on business - with a number of voids appearing recently in the main street - without visible compensation through the incoming residents of new developments (who tend to commute for work and for leisure and shopping).

Start-up Activity. In past years, counselling for East Dunbartonshire residents wishing to start up in business has been provided by EDET (East Dunbartonshire Enterprise Trust). An analysis of EDET's 1998/99 activity showed that, of a total of 353 entrants to the programme, 11 were Lennoxtown residents; data on actual starts is not available but, on the basis of an overall conversion rate of 32%, it may be expected that 3-4 Lennoxtown people...
proceeded to establish an enterprise. In terms of programme entrants, Lennoxtown (accounting for 4% of East Dunbartonshire's population) delivered 3% of the total.

These figures are limited but suggest that, while under-performing marginally, Lennoxtown features an undercurrent of enterprise. This is borne out by more recent anecdotal information about the recurrent interest in retail start-ups.

**Vacancies.** Recent figures indicate that the number of vacancies available though East Dunbartonshire's Job Centres has been increasing. This upward movement needs to be set against the increase in Lennoxtown unemployed (see below), suggesting that local residents continue to have difficulty in competing in the local labour market.
Unemployment has been - and remains - a problem for Lennoxtown. Table 15 below presents the 1991 position:

Table 15: Lennoxtown Unemployment 1991

<table>
<thead>
<tr>
<th>Category</th>
<th>Lennoxtown</th>
<th>EDC</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Number</td>
<td>Percentage</td>
</tr>
<tr>
<td>Total</td>
<td>163</td>
<td>8.55</td>
</tr>
<tr>
<td>Male</td>
<td>114</td>
<td>10.68</td>
</tr>
<tr>
<td>16-19</td>
<td>16</td>
<td>24.24</td>
</tr>
<tr>
<td>20-24</td>
<td>21</td>
<td>15.44</td>
</tr>
<tr>
<td>25-64</td>
<td>77</td>
<td>8.86</td>
</tr>
<tr>
<td>65+</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Female</td>
<td></td>
<td></td>
</tr>
<tr>
<td>16-19</td>
<td>49</td>
<td>5.91</td>
</tr>
<tr>
<td>20-24</td>
<td>11</td>
<td>18.64</td>
</tr>
<tr>
<td>25-59</td>
<td>12</td>
<td>8.96</td>
</tr>
<tr>
<td>60-64</td>
<td>25</td>
<td>4.08</td>
</tr>
<tr>
<td>65+</td>
<td>1</td>
<td>12.50</td>
</tr>
</tbody>
</table>


Unemployment was higher than for EDC in total, for males and (slightly) for women. There were particular issues for males aged between 25-64 and for young people - male and female aged 16-19.

From 1991 - 1996, Lennoxtown's unemployment levels improved - pretty much in line with national trends, albeit staying above the EDC levels. From 1996 onwards, the figures for Lennoxtown become more volatile. Table 16 below summarises SLIMS data:

Table 16: Lennoxtown Unemployment 1996-2000

<table>
<thead>
<tr>
<th>Year</th>
<th>All Unemployed</th>
<th>Male 20-24</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>West of Scotland</td>
<td>EDC</td>
</tr>
<tr>
<td>Jan 1996</td>
<td>10.2</td>
<td>5.8</td>
</tr>
<tr>
<td>Jan 1997</td>
<td>9.3</td>
<td>4.9</td>
</tr>
<tr>
<td>Jan 1998</td>
<td>7.8</td>
<td>4.3</td>
</tr>
<tr>
<td>Jan 1999</td>
<td>7.5</td>
<td>3.7</td>
</tr>
<tr>
<td>Jan 2000</td>
<td>8.8</td>
<td>3.1</td>
</tr>
<tr>
<td>Dec 2000</td>
<td>5.5</td>
<td>2.7</td>
</tr>
</tbody>
</table>

Source: SLIMS. [NB. The Campsie & Torrance ward includes Lennoxtown]

Lennoxtown's unemployment rose for 1998 and stayed substantially above the EDC rate in 1999, probably reflecting the closure of Somerville Nails - a major local employer (with some one-third of jobs held by Lennoxtown residents).

The (unsuccessful) bid for Social Inclusion Partnership status for the Four Villages (including Lennoxtown) & Hillhead noted that unemployment had been falling less rapidly among young people:

☑ although unemployment in the 20-24 band had fallen by over 50% in Scotland, it fell by only 33% in Lennoxtown;
unemployment among the under-20s in Lennoxtown had risen over the same period.

The SIP bid also noted that youth unemployment had become increasingly concentrated in the communities under consideration - they housed 41% of EDC's young unemployed - up from 32% five years previously.

Table 17 below shows the numbers of Employment Service claimants:

**Table 17: Lennoxtown Unemployment 1999-2001**

<table>
<thead>
<tr>
<th>Date</th>
<th>Male</th>
<th>Female</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>June 1999</td>
<td>19</td>
<td>3</td>
<td>22</td>
</tr>
<tr>
<td>June 2000</td>
<td>34</td>
<td>10</td>
<td>44</td>
</tr>
<tr>
<td>Jan 2001</td>
<td>43</td>
<td>16</td>
<td>59</td>
</tr>
</tbody>
</table>

*Source: Employment Service.*

The EDC unemployment figures from April 1999 to April 2000 show a fall of 12.0% in unemployment overall and of 10.0% for males and 17.4% for females - a slightly faster decline than for the West of Scotland as a whole but in line with national trends. The figures for Lennoxtown, by contrast, show a rise of 168%. Table 18 sets out a breakdown by age and Table 19 by duration of unemployment.

**Table 18: Lennoxtown Unemployment 1999-2000 - Age Breakdown**

<table>
<thead>
<tr>
<th>Male</th>
<th>June 1999</th>
<th>Percentage</th>
<th>June 2000</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>18-24</td>
<td>4</td>
<td>21.1</td>
<td>7</td>
<td>20.6</td>
</tr>
<tr>
<td>25-39</td>
<td>11</td>
<td>57.9</td>
<td>19</td>
<td>55.9</td>
</tr>
<tr>
<td>40-49</td>
<td>1</td>
<td>5.3</td>
<td>4</td>
<td>11.8</td>
</tr>
<tr>
<td>50+</td>
<td>2</td>
<td>10.5</td>
<td>4</td>
<td>11.8</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Female</th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>18-24</td>
<td>2</td>
<td>66.7</td>
<td>3</td>
<td>30.0</td>
</tr>
<tr>
<td>25-39</td>
<td>1</td>
<td>33.3</td>
<td>2</td>
<td>20.0</td>
</tr>
<tr>
<td>40-49</td>
<td>0</td>
<td></td>
<td>3</td>
<td>30.0</td>
</tr>
<tr>
<td>50+</td>
<td>0</td>
<td></td>
<td>2</td>
<td>20.0</td>
</tr>
</tbody>
</table>

| Total    | 21        | 95.5       | 44        | 100.0      |

*Source: Employment Service.*
While the numbers are small, they are significant for the Village - the more so as deeper understanding is confirming that the official unemployed statistics mask larger numbers dependent on some form of benefits - and:

- the numbers are rising - against wider trends;
- in terms of numbers, the problem affects males more than females (reflecting the success of the Health Trust in re-deploying hospital employees);
- there are signs of particular increases among older people;
- there are signs of increases in the length of unemployment.

### Table 19: Lennoxtown Unemployment 1999-2000 - Duration

<table>
<thead>
<tr>
<th></th>
<th>June 1999</th>
<th>June 2000</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Number</td>
<td>Percentage</td>
</tr>
<tr>
<td>Male</td>
<td></td>
<td></td>
</tr>
<tr>
<td>&gt;6 months</td>
<td>16</td>
<td>84.2</td>
</tr>
<tr>
<td>6-12 months</td>
<td>2</td>
<td>10.5</td>
</tr>
<tr>
<td>12-24 months</td>
<td>1</td>
<td>5.3</td>
</tr>
<tr>
<td>&lt;24 months</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Female</td>
<td></td>
<td>100.0</td>
</tr>
<tr>
<td>&gt;6 months</td>
<td>2</td>
<td>66.7</td>
</tr>
<tr>
<td>6-12 months</td>
<td>1</td>
<td>33.3</td>
</tr>
<tr>
<td>12-24 months</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>&lt;24 months</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Total</td>
<td>22</td>
<td>100.0</td>
</tr>
<tr>
<td>&gt;6 months</td>
<td>18</td>
<td>81.8</td>
</tr>
<tr>
<td>6-12 months</td>
<td>3</td>
<td>13.6</td>
</tr>
<tr>
<td>12-24 months</td>
<td>1</td>
<td>4.5</td>
</tr>
<tr>
<td>&lt;24 months</td>
<td>-</td>
<td>-</td>
</tr>
</tbody>
</table>

Source: Employment Service.
Health. In terms of medical health, Lennoxtown sits among the worst areas in EDC, although it is not the worst - Twechar, with a significantly smaller population, regularly features as a more problematic community. This pattern is manifested typically in the Jarman scores, with ratings mirroring other deprivation indicators. Lennoxtown has a high percentage of people with long-term limiting illness (higher only in Twechar) and the highest EDC level of working-age males permanently sick (Lennoxtown: 27.8% - Twechar: 16.24% in 1991). In terms of standardised mortality rates between 1992-4, Lennoxtown shows high levels, especially for women and is, in all classes, well above the GGHB (Greater Glasgow Health Board) average.

The Lennoxtown Health Clinic provides a range of services, some full-time and some part-time. Clinic staff had noted a decline in the birth rate from some ten years ago but the rate has picked up more recently. The Clinic workload reflects the population structure, in particular the needs of the elderly and major health promotion work with lone parents. There is a growing addiction problem - of alcohol and drugs (with two drugs-related deaths in the last four months) - especially among the younger and unemployed population.

Social Work. Lennoxtown, with 2.9% of the EDC population, accounts for 4.4% of social work referrals - around 250 pa. The rate per 100 residents is behind only Twechar and Kirkintilloch and the picture is similar for open (live) cases. Table 20 below summarises the load on Social Work from the various customer groups - disproportionate in many cases.

Table 20: Lennoxtown Social Work Cases

<table>
<thead>
<tr>
<th>Customer Groups</th>
<th>% Total Team Load</th>
</tr>
</thead>
<tbody>
<tr>
<td>Older people</td>
<td>8</td>
</tr>
<tr>
<td>Welfare rights</td>
<td>7</td>
</tr>
<tr>
<td>Occupational therapy</td>
<td>11</td>
</tr>
<tr>
<td>Home care</td>
<td>17</td>
</tr>
<tr>
<td>Learning Disability</td>
<td>3</td>
</tr>
<tr>
<td>Addiction</td>
<td>4</td>
</tr>
<tr>
<td>Mental health</td>
<td>2</td>
</tr>
<tr>
<td>Offenders</td>
<td>7</td>
</tr>
<tr>
<td>Children &amp; families</td>
<td>9</td>
</tr>
<tr>
<td>General fieldwork</td>
<td>11</td>
</tr>
</tbody>
</table>

Source: EDC Social Work Department

Social Work provides home care to 1.7% of the Lennoxtown population - on a par with Kirkintilloch and above the level for EDC (1.1%). Lennoxtown accounts for 11% of all meals on wheels in EDC, 10% of all Addictions Assessments and 7% of all reports to the Scottish Reporters Administration.
A number of indicators show that Lennoxtown is disadvantaged economically and socially, while some figures presage future problems of exclusion and vulnerability. Table 21 sets out car ownership statistics as a measure of wealth and the capacity to engage in the wider economy. Car ownership is polarised in ED; almost 40% of Lennoxtown people have no car.

Table 21: Lennoxtown Car Ownership Rates

<table>
<thead>
<tr>
<th>No car</th>
<th>One car</th>
<th>Two or more cars</th>
<th>Total households</th>
</tr>
</thead>
<tbody>
<tr>
<td>581</td>
<td>614</td>
<td>259</td>
<td>1,454</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Number</th>
<th>Lennontown Percentage</th>
<th>EDC Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>39.95</td>
<td>31.12</td>
<td></td>
</tr>
<tr>
<td>42.23</td>
<td>45.78</td>
<td></td>
</tr>
<tr>
<td>17.81</td>
<td>23.10</td>
<td></td>
</tr>
</tbody>
</table>


Wage Levels. Data on Lennoxtown residents’ wage levels are not available but Table 22 below illustrates the EDC position, with a higher proportion of people on low pay than for Scotland. Given other factors, it would be reasonable to assume that people in the more deprived areas - such as Lennoxtown - have an even higher proportion on low wages.

Table 22: All F-T Employees on Low Pay 1996-97

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>EDC</td>
<td>44.0%</td>
<td>36.0%</td>
<td>n/a</td>
<td>39.0%</td>
<td>34.6%</td>
</tr>
<tr>
<td>Scotland</td>
<td>39.0%</td>
<td>40.4%</td>
<td>26.0%</td>
<td>26.1%</td>
<td>32.0%</td>
</tr>
</tbody>
</table>

Source: Paycheck 1996, Scottish Low Pay Unit.

Schools Data. The preparation of the bid for SIP status for the Four Villages & Hillhead examined school data and indicated a high concentration of Socio-economic problems:

- 19% of the youngsters in the primary schools within the target communities were on free school meals relative to 9.4% in ED and 18.6% in Scotland;
- six of the SIP primaries accounted for 36% of all ED youngsters on free school meals - though they made up only 14% of the primary roll.

These findings were weighted by the incorporation of figures for Hillhead. Table 23 summarises the data on free school meals.

Table 23: Free School Meal Take-up

<table>
<thead>
<tr>
<th></th>
<th>EDC</th>
<th>Lennontown</th>
</tr>
</thead>
<tbody>
<tr>
<td>Primary</td>
<td>9.25%</td>
<td>12.85%</td>
</tr>
<tr>
<td>Secondary</td>
<td>10.10%</td>
<td>13.13%</td>
</tr>
<tr>
<td>Special</td>
<td>48.20%</td>
<td>50.00%</td>
</tr>
<tr>
<td>All</td>
<td>9.97%</td>
<td>13.18%</td>
</tr>
</tbody>
</table>

Source: East Dunbartonshire Council

The table shows that Lennoxtown residents have a higher (slightly higher in some cases) uptake than the whole of East Dunbartonshire - although they are not the highest rates for the EDC area (Twchar showing higher rates); indeed, while the Lennoxtown rates are high for EDC, they sit below the Scottish rates. In addition, around 35% of the combined primary roll in Lennoxtown receive footwear and clothing grants.
East Dunbartonshire's Voluntary Sector Directory lists the following community groups for Lennoxtown:

<table>
<thead>
<tr>
<th>St Machan's Senior Citizen's Committee</th>
<th>Lennoxtown Mother &amp; Toddlers</th>
</tr>
</thead>
<tbody>
<tr>
<td>Campsie Horticultural Society</td>
<td>Lennoxtown Playgroup</td>
</tr>
<tr>
<td>James Hemphill Court Residents Assoc</td>
<td>Campsie Black Watch Football Club</td>
</tr>
<tr>
<td>Netherton Residents Association</td>
<td>Lennoxtown Youth Club</td>
</tr>
<tr>
<td>Campsie Memorial Hall Lunch Club</td>
<td>Campsie A &amp; F Club</td>
</tr>
<tr>
<td>Lennoxtown Retired Residents Association</td>
<td>Campsie Community Council</td>
</tr>
<tr>
<td>Campsie Neighbourhood Forum</td>
<td>Campsie Glen Village Hall</td>
</tr>
<tr>
<td>Lennoxtown &amp; Campsie Glen Old People's Welfare Committee</td>
<td></td>
</tr>
</tbody>
</table>

In addition, there are two Housing Associations active locally - with some 70 properties between them - and the recently established Campsie 2000 Club, formed in response to the closure by the Council of the local recreation centre. There is no Credit Union but the Council operates a municipal bank, with services available through the Housing Office in Lennoxtown. While there are a number of active groups and organisations, it is clear that they:

- are focused on social care and leisure;
- feature few groups or organisations aimed at employment and economic regeneration.
While Lennoxtown sits in a very attractive environment, tucked beneath the Campsie Fells, the fabric and layout of the Village itself - especially the centre - show signs of deterioration. Pockets of self-contained new development sit next to gap sites and decay; the Village lacks a "heart" and a sense of "working well" for its people. Many of its physical assets are run-down and under-used and the Main Street is showing an increasing number of voids. The High Church is idle, ensnared by ownership issues.

Aside from the developments alongside the Glazert and on part of the former Nailworks sites, little new-build of any sort has taken place in the last decade:

- in terms of industrial and commercial provision, the Council erected a small unit in School Lane - this is currently vacant and there has been little sign of active marketing (the Council are now offering the premises to the Initiative). There has been, however, a small private workspace development on the small industrial estate by the Nailworks site.

- in terms of housing, the market appears to be turning up. A Halcrow-Fox report (1998) noted that the housing market was fairly static with prices running at up to 10% below the other villages nearby. However, the Nailworks development has sold without difficulty and further development applications are in the pipeline.

The Council is a substantial local land-owner, as well as a major landlord still. The current service plan for housing contains a number of issues relevant to Lennoxtown including:

- the issue of future stock transfer;
- the implementation of a youth housing strategy, to incorporate a wider advice and support package;
- an accommodation strategy to address the effects of the hospital closure;
  - 11 barrier-free new build;
  - HA/EDC relets;
  - 6 home ownership packages;
  - plus general approach to housing needs of community care customers.

Lennoxtown has been designated as the location for one of East Dunbartonshire's sites for travelling people. The chosen site was previously identified by the Local Plan as an industrial site at the entrance to the Village from Torrance. This will call for careful management in the interests of the Travelling People and to ensure that it is integrated with the development and promotion of the Village.

August 2001

The Case for Lennoxtown: Profile of Lennoxtown 17
LENNOXTOWN INITIATIVE

CODE OF GUIDANCE ON FUNDING EXTERNAL BODIES AND FOLLOWING THE PUBLIC POUND - CoSLA

OCTOBER 2002

3 of 3
Code of Guidance on Funding External Bodies and Following The Public Pound
ACCOUNTS COMMISSION
CONVENTION OF SCOTTISH LOCAL AUTHORITIES

CODE OF GUIDANCE ON
FUNDING EXTERNAL BODIES AND
FOLLOWING THE PUBLIC POUND

1 OBJECTIVE

It is important to ensure clear public accountability for public funds at the same time as supporting initiatives for securing quality local authority services in the most effective, efficient and economic manner. The principles of openness, integrity and accountability apply to councils in their decisions on spending public money which are subject to public record and external audit. These principles should also apply to funds or other resources which are transferred by councils to arms-length bodies such as companies, trusts and voluntary bodies. This guidance is intended to ensure proper accountability for such funds and that the principles of regularity and probity are not circumvented. It has the support of the Convention of Scottish Local Authorities.

2 SCOPE

The guidance which follows sets out a framework for councils' relationships with bodies through which they seek to carry out some of their functions other than on a straightforward contractual basis. The principles of the guidance apply to companies and other bodies such as trusts or grant aided voluntary organisations both where such bodies are subject to local authority control or influence and where they operate at arm’s length. Councils will wish to have their own rules setting out procedures appropriate to their local circumstances and internal processes, and those rules should be based on this guidance. The guidance should apply to any new substantial funding relationships entered into by councils and to existing substantial funding relationships at the earliest possible review date. What is “substantial” will vary according to circumstances. When interpreting “substantial” councils should have regard to the significance of the funding in relation to their own budgets and its significance in relation to the budget of the external body. We do not, for example, intend this guidance to apply to the many small revenue grants which councils make to community groups annually. “Funding” is intended to include all resources which councils may transfer.

3 PURPOSES

When agreeing to transfer funds to an external body a council must be clear about its reasons for doing so. Proper considerations should always apply and the prime purpose of involvement with external bodies should be the achievement of the council’s objectives in the most effective, efficient and economic manner.
and not the avoidance of controls or legal restrictions which are designed to secure probity and regularity in the use of public funds. The reasons should be related to a strategy or policy of the council and that link should be demonstrable. An overall statement of purpose should be contained in any council decision to establish the funding relationship and should be expressed in any establishing documents or written agreements or understandings between the council and the body. The council should set out its expectation of the use of the funding. This should contain a broad and general statement of aims or goals and should also contain clear targets with timescales and methods of measurement whenever possible, as well as any conditions and reporting requirements.

4 FINANCIAL REGIME

The council should spell out clearly the extent of its financial commitment to the external body and the nature of the financial relationship eg shareholding, grant, loan, contractual payments. Criteria for making and receiving payments should be specified. The transfer of any assets should be clearly regulated in a written agreement and the end destination of any such assets should be specified. The council’s entitlements to any financial return should be stipulated and commitments to financial contributions by councils should not be open-ended in duration or amount. The written agreement should refer to the minimum standard of management arrangements which need to be in place and any specific or additional responsibility and accountability which is being vested in a board or management committee. The minimum accounting and audit requirements should also be included.

5 MONITORING ARRANGEMENTS

The council should make clear any requirements which it has of external bodies to operate in a particular way. This might include proper employment practices, recruitment and selection processes, equal opportunities requirements, wages and conditions of service of employees and purchasing policies. The council should also stipulate how it intends to monitor the relationship between itself and the external body. For example, the council may wish to stipulate that it will have appropriate access to records held by the body. The council may require the body to take appropriate advice on its actions and to make frequent monitoring reports to the council on such matters as:

- income, expenditure, profitability, liquidity and other financial matters
- achievement of targets
- future plans

Regardless of representation on committees or boards, the council should insist on regular monitoring and reporting back by such bodies. Where the council designates a member of staff in a supervisory officer or equivalent capacity it should ensure that such officers are clearly aware of their responsibilities and of the relevant monitoring procedure.

It is not the intention of this guidance to try to put the external auditors of the council in the place of the auditors of external bodies. However, the council must ensure that its external auditors are given a right of access to such records, and, if appropriate, accounts and financial arrangements of the external body so that they may follow the trail of public money from the council through the body. They should be able to
seek, through the council, any explanations which they consider necessary from representatives of the body. The external auditors of the council should also have access, through the council, to the external auditors of the body.

6 REPRESENTATION

The council should consider very carefully the question of representation on the boards of companies which are subject to its control and, to an even greater extent, on bodies which are not subject to its control. For example, members or officers who become directors will assume personal responsibilities under the Companies Acts. It is possible that conflicts of interest can arise for such members and officers as between the company and the council. The council must ensure that members and officers are properly advised of their responsibilities to the council and to the company. This should include questions of declarations of interest.

7 LIMITATIONS

In entering into a substantial funding commitment with an external body the council should lay down a timetable for the achievement of the objectives. If the purpose is a continuing one then provision should be made for regular review of achievements and of the relationship between the body and the council. Arrangements should include regular reporting to an appropriate council committee, if necessary in private if issues of commercial confidentiality arise. Clear limits should be set on the extent to which the council will become involved financially with the body and its affairs. Clear rules should be laid down at the outset for terminating the funding agreement and separation of the council’s interest from that of the body. Councils should consider whether particular events should trigger a review eg change of leading personnel in the external body.

8 ACCOUNTABILITY

The external auditors appointed by the Accounts Commission will be required to review as part of the annual audit the arrangements which councils have made for such substantial funding agreements and will measure councils’ compliance with this guidance. In cases where they have concerns over issues of probity and regularity they will make these known to the council and the Controller of Audit.
## Projects

### Indicative Budget as at August 2001

<table>
<thead>
<tr>
<th>Project</th>
<th>Description</th>
<th>Budget (£)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Integrated Health Centre</td>
<td>£800,000</td>
</tr>
<tr>
<td>2</td>
<td>Retail/Car Parking/Tourism</td>
<td>£500,000</td>
</tr>
<tr>
<td>3</td>
<td>Library Extension</td>
<td>£250,000</td>
</tr>
<tr>
<td>4</td>
<td>Start-up Units/Business Development/Industrial</td>
<td>£250,000</td>
</tr>
<tr>
<td>5</td>
<td>Sports Pavilion/Leisure &amp; Recreational Development</td>
<td>£250,000</td>
</tr>
<tr>
<td>6</td>
<td>Business Centre/School Lane/Business Infrastructure/Service Sector</td>
<td>£250,000</td>
</tr>
<tr>
<td>7</td>
<td>Treescaping/Walkways/Walking Trails</td>
<td>£500,000</td>
</tr>
<tr>
<td>8</td>
<td>Abnormal Site Costs</td>
<td>£300,000</td>
</tr>
</tbody>
</table>
Part 6

Village Regeneration Plan
LENNOXTOWN POTENTIAL DEVELOPMENT OPPORTUNITIES

Map 2  Private Sector Projects

Potential Projects
- Project 6 Nursing Home / Private Sector (40 beds)
- Project 10 Campsie Spring Extension / Industrial Sector
- Project 11 Co-operative Supermarket / Retail Development
- Project 13 Morrison Homes / Private Housing
- Project 14 Private Housing
- Project 19 Horticulture / Forestry / Landscaping Project
Potential Projects

- Project 5 Housing Partnership / Affordable Housing
- Project 12 Clachan "Craft Village" / Commercial / Residential / Retail
- Project 15 Upper Site / Leisure Development
- Project 18 Travelling Persons Site
- Project 20 Rights of Way
- Project 21 Footpaths
Potential Development Opportunities Agreement

Lennoxtown Initiative

Plan 1
Part 7

Option Agreement
OPTION AGREEMENT

between

GREATER GLASGOW PRIMARY CARE NATIONAL HEALTH SERVICE TRUST

and

EAST DUNBARTONSHIRE COUNCIL

FAS 4979
3998.35
OPTION AGREEMENT

between

GREATER GLASGOW PRIMARY CARE NATIONAL HEALTH SERVICE TRUST established pursuant to the Greater Glasgow Primary Care National Health Service Trust (Establishment) Order 1998 and having its Headquarters at Gartnavel Royal Hospital, Glasgow (who and whose statutory successors are hereinafter referred to as "the Sellers")

and

EAST DUNBARTONSHIRE COUNCIL established pursuant to the Local Government (Scotland) Act 1994 and having its Headquarters at Tom Johnston House, Kirkintilloch (who and whose statutory successors are hereinafter referred to as "the Purchasers")

WHEREAS

(A) The Sellers have entered into a Sale Agreement ("the Sale Agreement") with Mactaggart & Mickel Limited incorporated under the Companies Acts (Company Number 13539) having their Registered Office at 126 West Regent Street, Glasgow, to sell to the said Mactaggart & Mickel, the subjects at Lennox Castle Hospital shown outlined in on the plan 1 annexed and executed as relative hereto ("the Lower Site").

(B) The Sellers and the Purchasers have entered into a tripartite agreement ("the Tripartite Agreement") with The Lennoxtown Initiative, a company limited by guarantee (Company Number 221335) having its Registered Office at 51-53 School Lane, Lennoxtown, Glasgow G66 7LX regulating certain conditions regarding the sale of the "Lower Site" dated of even date herewith, and, in terms of Condition 9 of the Tripartite Agreement the Sellers and the Purchasers have contracted that, for a period of seventeen years ("the Option Period") with effect from the date fourteen days after the date the suspensive conditions in the Sale Agreement have been purified, the Council shall have the opportunity of purchasing the subjects known as the "Upper Site" (which, for the purposes of this Agreement shall hereinafter be known as "the Subjects") on the following terms and conditions

1 The exercise of the Option

1.1 The Purchasers shall be entitled to exercise the option by serving the Option Notice (which Notice shall be served in the form contained in Part A of the schedule annexed hereto ("the Schedule")) at any time during the Option Period as defined in the preamble.
1.2 The option shall lapse in the event the Option Notice is not served during the Option Period.

1.3 The Option Notice shall be sufficiently served by the Purchasers or the Purchasers' Solicitors on behalf of the Purchasers on the Sellers or the Sellers' Solicitors on behalf of the Sellers, delivered by hand or posted by Recorded Delivery or sent by fax and shall be deemed to have been served (a) at the time of delivery if delivered by hand; (b) 48 hours after posting if sent by Recorded Delivery Post and (c) at the time of faxing if sent by fax.

1.4 Upon service of the Option Notice, a binding contract shall exist between the Sellers and the Purchasers on the terms as provided for herein.

2 The Purchase Price

The purchase price shall be ONE POUND (£1.00) STERLING.

3 Entry

Entry and vacant possession will take place 28 days after the date of service of the Option Notice.

4 Settlement

In exchange for the purchase price there will be delivered at the cost of the Sellers:-

4.1 A duly executed Disposition of the subjects in favour of the Purchasers or their nominees.

4.1.1 the Sellers' title to the Subjects and a Form 10 Report brought down to a date as near as practicable to the date of settlement and showing no entries adverse to the Trust's interest, the cost (if any) of said Report being the responsibility of the Purchasers, or

4.1.2 if the Sellers' interest in the subjects is registered in the Land Register the Land Certificate in respect of the Sellers' interest and all necessary links in title evidencing the Sellers' exclusive ownership of the Subjects and a Form 12 Report brought down as near as practicable to the date of settlement and showing no entries adverse to the Sellers' interests, the cost (if any) of the said Report being the responsibility of the Purchasers.

4.2 Searches in the Register of Charges and Companies Register in respect of any company (other than the Sellers) or Industrial Provident Society which has owned the Subjects within the prescriptive period brought down to a date twenty one days after the date of recording of the Disposition by such company or society of its interest in the Subjects the former disclosing no entry, deed or diligence prejudicial to the grant of such Disposition and the latter disclosing no notices of receivership, liquidation or striking off, administration or striking off.

4.3 a letter of obligation by the Sellers' Solicitors in terms of the Schedule Part B.
Title Matters

The minerals are included only in so far as owned by the Sellers.

Sellers Obligations

The Sellers undertake:

6.1 Not to sell or otherwise dispose of the Subjects or any part thereof;

6.2 Not without the prior written consent of the Purchasers after the date of execution hereof to expressly grant any servitude, wayleave, right of way or other right in favour of a third party or any other right, burden or condition over or affecting the Subjects or any part thereof or acknowledge the existence of any of the foresaid;

Apportionments

The rates and other outgoings in respect of the Subjects will be apportioned as at the date of settlement.

Notification

On the date of settlement, the Sellers shall notify the change of ownership to the Local Authority.

Conditions relating to Profit Share

The conditions relating to profit sharing should the Upper Site be developed contained in Clause 9 of the Tripartite Agreement (a copy of which clause is annexed and executed as relative to this Option Agreement) shall remain in force following the exercise of the option and settlement and the Sellers may at their discretion, incorporate these as real burdens in the Disposition in favour of the Purchasers. On the Date of Entry in exchange for the Disposition the Trust shall receive a valid first ranking standard security over the Upper Site in respect of the sums due in terms of said Clause 9.

Disposition

A clause in the following terms will, at the Purchasers option be included in the Disposition to follow hereon:

"And considering that we (the Sellers) have sold the said Subjects hereby dispossed to (the Purchasers or their Nominees) and have received payment of the whole price in exchange for delivery of this Disposition, therefore we do hereby confirm and declare that in as much as we remain infeft in the said subjects hereby disposed, we hold the same as Trustees in an irrevocable and binding trust for the said (Purchasers or their Nominees) and his/her/their successors and subject to his/her/their directions until this Disposition is registered in the Land Register of Scotland."

Risk
Risk will not pass until the Date of Entry but the Sellers shall have no obligation to maintain or preserve the Subjects until the Date of Entry. IN WITNESS WHEREOF
To be served on Chief Executive of Trust

Dear Sirs

[ ] (the "Purchasers")
[ ] (the "Sellers")

We refer to the Agreement between us dated [ ] relating to the Option to purchase the subjects (as defined in the Option Agreement).

On behalf of the Purchasers, we hereby exercise the Option, so that the binding contract shall now exist between the Purchasers and the Sellers for the purchase and the sale of the subjects on the conditions provided for in the Option Agreement.
Dear Sirs,

With reference to the settlement of the above transaction today we hereby (1) undertake to clear the records of any deed, decree or diligence (other than such as may be created by or against your client which may be recorded in the Property and Personal Registers or to which effect may be given in the Land Register in the period from the date of the Form 11 (Form 13) Report to ten days from today’s date both inclusive (or to the earlier date of registration of the Purchasers’ interest in the above subjects) and which would cause the Keeper to make any entry on, or qualify his indemnity in, the Land Certificate to be issued in respect of that interest and (2) confirm that, to the best of our knowledge and belief, as at this date the answers to the questions numbered 1 to 13 in the draft Form 1 (1 to 9 in the draft Form 2) adjusted with you (in so far as these answers relate to our client or to our client's interest in the above subjects) are still correct.

Yours faithfully

McClure Naismith
Solicitors
292 St. Vincent Street
GLASGOW
This is the Plan referred to in the forementioned Agreement between Greater Glasgow Primary NHS Trust and Macgaggart & McInlay Limited relative to Lennox Castle Hospital.
## Council Land and Properties

<table>
<thead>
<tr>
<th>Location</th>
<th>Description</th>
<th>Area sq m.</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 Whitefield</td>
<td>Site opp Whitefield Terrace</td>
<td>581.25</td>
</tr>
<tr>
<td>2 Quarry Lane</td>
<td>Part Housing</td>
<td>7,437.5</td>
</tr>
<tr>
<td>3 Playing Fields</td>
<td>Station Road, McCullagh's Walk</td>
<td>26,812.5</td>
</tr>
<tr>
<td>4 Main Street</td>
<td>Rear of Houses 102, 112-124</td>
<td>3,250</td>
</tr>
<tr>
<td>5 N. Birbiston Road</td>
<td>Rear of Houses &amp; Yard</td>
<td>5,843.75</td>
</tr>
<tr>
<td>6 Main Street (82)</td>
<td>Site</td>
<td>687.5</td>
</tr>
<tr>
<td>7 Slatefield/Main Street</td>
<td>Open Space at corner</td>
<td>312.5</td>
</tr>
<tr>
<td>8 Main Street (132,134)</td>
<td>Offices</td>
<td>875</td>
</tr>
<tr>
<td>9 Rowantree Place</td>
<td>Open Space</td>
<td>7,812.5</td>
</tr>
<tr>
<td>10 56 Main Street, Lennoxtown</td>
<td>Office</td>
<td></td>
</tr>
<tr>
<td>11 58 Main Street, Lennoxtown</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Title: Proposed Land Transfer - Lennoxtown Initiative.
Area 3 - Playing Fields, Lennoxtown.

Date: 27/08/2002

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East Dunbartonshire Council.
License number LA0031L 2002.
Title: Proposed Land Transfer - Lennoxtown Initiative.

Area 5 - N. Birbiston Road, Lennoxtown.

Date: 09/09/2002

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East Dunbartonshire Council.
Licence number LA90 31L. 2002.
Title: Proposed Land Transfer - Lennoxtown Initiative.

Area 7 - Slatefield / Main Street, Lennoxtown.

Date: 27/08/2002
Title: Proposed Land Transfer - Lennoxtown Initiative.

Area 8 - 132-134 Main Street, Lennoxtown.

Date: 27/08/2002

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East Dunbartonshire Council.
License number LA000 511, 2002.
Title: Proposed Land Transfer - Lennoxtown Initiative

Area 9 - Rowantree Place, Lennoxtown.

Date: 27/08/2002
Title: Proposed Land Transfer - Lennoxtown Initiative.

Property - 56 Main Street, Lennoxtown.

Date: 16/08/02
Proposed Land Transfer - Lennoxtown Initiative.

Property - 58 Main Street, Lennoxtown.

Date: 16/08/02

East Dunbartonshire Council.

Title:

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License number LA990 31L, 2002.
<table>
<thead>
<tr>
<th>ID</th>
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<th>Start Date</th>
<th>Resource Initials</th>
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<tbody>
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<td>Li board endorsement of process</td>
<td>Mon 29/07/02</td>
<td>Li</td>
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<td>3</td>
<td>Tmt. endorsement of process</td>
<td>Thu 01/08/02</td>
<td>Trust</td>
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<tr>
<td>4</td>
<td>Tripartite agreement drafting</td>
<td>Mon 05/08/02</td>
<td>AM/JG/TC/MS/CS</td>
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<td>5</td>
<td>Process management Document</td>
<td>Thu 15/08/02</td>
<td>CS</td>
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<tr>
<td>6</td>
<td>Li board mtg</td>
<td>Mon 19/08/02</td>
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</tr>
<tr>
<td>8</td>
<td>Li Business case bid document mtg</td>
<td>Mon 19/08/02</td>
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<td>Tripartite review</td>
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<tr>
<td>13</td>
<td>EDC agreement to Tripartite</td>
<td>Tue 10/09/02</td>
<td>EDC/OC/MS</td>
</tr>
<tr>
<td>14</td>
<td>Close down meeting Tripartite</td>
<td>Tue 10/09/02</td>
<td>WATC/LM/AM/MS/JG/CS</td>
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<td>18</td>
<td>Solicitors Tripartite meeting</td>
<td>Thu 10/09/02</td>
<td>AM/JG/TC/MS/CS</td>
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<tr>
<td>21</td>
<td>Bid document meeting</td>
<td>Wed 11/09/02</td>
<td>AM/JG/TC/MS/CS</td>
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<tr>
<td>16</td>
<td>Draft bid PM doc. Tripartite</td>
<td>Thu 19/09/02</td>
<td>AM/JG/TC/MS/CS</td>
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<tr>
<td>12</td>
<td>Scottish Executive approval process</td>
<td>Fri 20/09/02</td>
<td>SE/All</td>
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<tr>
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<td>Close down of Papers</td>
<td>Mon 23/09/02</td>
<td>AM/JG/TC/MS/CS</td>
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<tr>
<td>14</td>
<td>Bid document meeting</td>
<td>Wed 25/09/02</td>
<td>AM/JG/TC/MS/CS</td>
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<tr>
<td>9</td>
<td>Tmt approval to tripartite agreement</td>
<td>Thu 03/10/02</td>
<td>Trust</td>
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<td>10</td>
<td>GGNHS board approval to tripartite agreement</td>
<td>Tue 15/10/02</td>
<td>TC/Trust</td>
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<td>11</td>
<td>Li board approval to tripartite agreement</td>
<td>Mon 28/10/02</td>
<td>Li</td>
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<td>17</td>
<td>Signing Of Tripartite by CEO's</td>
<td>Fri 01/11/02</td>
<td>IRVNN/Y</td>
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<td>7</td>
<td>Scottish executive presentation</td>
<td>Mon 04/11/02</td>
<td>MS/TC/AM</td>
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<tr>
<td>13</td>
<td>Scottish Executive Consideration</td>
<td>Mon 04/11/02</td>
<td>MS/TC/AM</td>
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<tr>
<td>1</td>
<td>Trust /M&amp;M agreement signing</td>
<td>Mon 04/11/02</td>
<td>TC/M&amp;M</td>
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