

CLYDE GATEWAY

ACCOUNTS, KEY PERFORMANCE INDICATORS AND
ANNUAL REPORT
2016/17



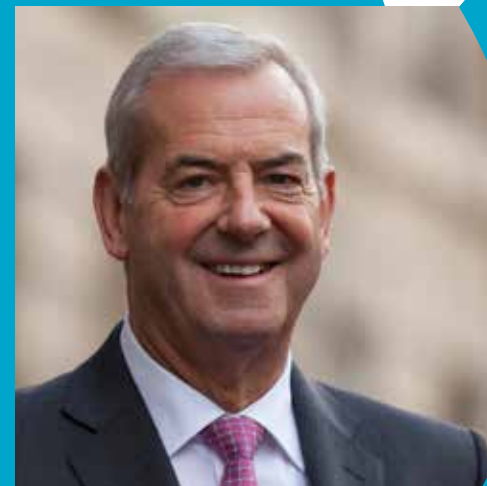


Some of the new buildings and facilities that have been constructed or opened across Clyde Gateway since 2008

- A. Social Rented Housing in Bridgeton
- B. Community facilities in Rutherglen
- C. Railway Station in Dalmarnock
- D. Offices in Rutherglen
- E. The Olympia, Bridgeton



REPORT BY
CHAIR



This is the ninth Annual Report produced by Clyde Gateway. It provides an overview of our investment in the twelve months ended 31 March 2017, together with a commentary on how we are progressing across nine key performance indicators.

The work involved in regenerating what have historically been some of our most disadvantaged communities is, by nature, always challenging, complex and time-consuming. We have not yet reached the halfway stage of our 20-year programme of activities but it is already abundantly clear that our efforts and outcomes will be on a scale and at a level never seen before in Scotland, especially in respect of reducing inequalities across a number of social and economic measures.

A great deal of public money has been invested in Clyde Gateway, particularly by our partners at Glasgow City Council, South Lanarkshire Council and Scottish Enterprise, along with the Scottish Government. This collective effort is paying dividends in many different ways, not least by creating the best possible conditions to attract the levels of private sector support that will be required to reach our ambitious but achievable long-term targets, particularly around the creation of new business space and the number of jobs that can be brought to the area.

There have been several encouraging signs over the past 12 months, especially the increasing involvement of the private sector with a number of commercial and industrial buildings being constructed at key locations in

both Glasgow and South Lanarkshire. These include the two business parks in which we have been heavily involved, at Clyde Gateway East and Rutherglen Links, which are being occupied by an excellent mix of those types of industries, such as energy, telecommunications, direct services and distribution, that are essential elements of a growing and sustainable modern economy. All of these new offices, factories and industrial units sit alongside a range of high-quality and popular community assets, improved transport facilities and new housing as part of what is a highly visible physical transformation across the area; but as has been said time and time again, physical change on its own is not enough.

Clyde Gateway prides itself on the fact we have, from the outset, established and maintained excellent relationships with local residents and business owners. We have a common agenda that puts jobs as the number one priority with every possible effort being made to ensure work and training opportunities are provided to those most requiring them. We have also shown that we are a listening organisation, prepared to take on board the views and opinions of the community and to deliver the projects, programmes and investments that they see as key to sustaining improved wellbeing.

This open and welcome approach to regeneration is one that has always been demanded by our partners, and in particular by the local politicians who were instrumental in developing Clyde Gateway from what was just an idea on a piece of paper into an organisation

which is making a real difference each and every single day. Three of those politicians, by choosing to stand down from local government also automatically retired from our board in May 2017 and I would again like to thank Chris Thompson, George Redmond and Denis McKenna for all of their work over the years. They took their leave of Clyde Gateway having each made an immense contribution to an incredible legacy and ensuring that their successors are perfectly placed to complete the task at hand.

There is a real determination with everyone associated with Clyde Gateway, board members and staff alike, to bring back pride and a real sense of purpose to an area which many outside commentators had written off completely not too many years ago. This latest annual report provides an account of very worthy achievements but in doing so it provides evidence that there is still so much more to do in the years ahead.

I may have earlier singled out the three departing politicians but I would also like to express my gratitude to every member of the board for giving so freely of their time and talents and my thanks also to Ian Manson and his executive team for continually rising to the day-to-day challenges.

Finally, my biggest thanks are reserved for everyone who takes an interest in our work. I hope you will find the contents of this report to be informative, interesting and in due course, inspiring.

Lord Smith of Kelvin
September 2017

An investment of £5.5m is delivering a new 27,500 sq ft industrial unit at Clyde Gateway East Business Park, ready for occupation by Autumn 2017



REPORT BY CHIEF EXECUTIVE



The regeneration of urban areas has been going on for much longer than most people realise. The first planned example can be traced back to the 1860s when the governing bodies in London implemented a series of plans that sought to address newly emerging issues from the rapid expansion of industry and the accompanying boom in population. The beginning of regeneration programmes closer to home date back at least fifty years to an era when the city of Glasgow and its surrounding towns looked for innovative ways to resolve the problems from the rapid decline of the traditional heavy industries on which the economy had been dependent.

Every regeneration effort, no matter its size or the location in which it is centred, leads to all sorts of change to the landscape and environment. All too often, the completion of the physical work, such as the removal of derelict factories and housing or the construction of new roads, has been seen as 'job done' by those responsible for the management and delivery of the programme, much to the disappointment and dissatisfaction of local residents and business owners.

The announcement that Clyde Gateway, as part of wider efforts linked to the staging of the 2014 Commonwealth Games, was to be set-up to oversee a 20-year regeneration programme was met with a degree of scepticism and indeed suspicion in the local community, with many refusing to believe that our efforts would amount to little more than

some tidying-up to make the area look nicer.

I took on the role of Chief Executive nine years ago with the promise that Clyde Gateway was going to undertake a whole new approach to regeneration. I was determined, as indeed were each of our partners at council and government level, to ensure our greatest achievements would be centred on local people benefitting directly in the ways they most wanted.

As we edge towards the milestone of being halfway through the stated life expectancy of Clyde Gateway, it is worth taking time to pause and reflect on whether things are working out as hoped and planned.

There has always been evidence available that we were going about our business in the right way, delivering welcome and sustainable regeneration, with our past annual reports and other publications containing supporting testimonials from a range of stakeholders at political, business and community level. All of this has now been endorsed independently, thanks to the publication of the findings of a study within a wider research project being carried out by the Universities of Glasgow and Edinburgh.

What Works Scotland is a Scottish Government funded initiative whose stated goal is to ensure effective public services in Scotland. One of its most recent activities was to investigate what works in place-based economic

regeneration with the research looking at a number of projects, including Clyde Gateway. The final report, published in August 2017, contains, in effect, an audit of our progress to date; it provides facts, figures and statistics on what we have achieved since 2008 and it reaches a number of conclusions based on an analysis of our interactions with the community together with a robust measurement of our effectiveness in tackling our strategic goals.

The study reflects on our success in core aspects of regeneration activities, namely that we have ensured continued support from our three formal partners at Glasgow City Council, South Lanarkshire Council and Scottish Enterprise, attracted substantial levels of funding from the Scottish Government, committed everyone (including the local community) to the long-term nature of the task in hand and delivered some wins that were valued by everyone involved.

The four distinguished academic researchers involved have also offered their views on what really makes Clyde Gateway work so well and so effectively:-

- clear leadership
- a small, but high quality and committed team
- excellent partnership workers
- effective and meaningful involvement of its communities
- keen to learn from elsewhere
- informed, evidence-based decisions
- prepared to be a pioneer

The study endorses all that we had been setting out to do since day one. It describes us as **'a facilitator and enabler of positive change. Clyde Gateway has no agenda other than to achieve positive change'** and states our communities are of the opinion that **'Clyde Gateway has no agenda other than to achieve positive change in the area'**.

It also says that Clyde Gateway is **'always keen to learn from other regeneration projects, there is no complacency in its approach and there is an openness and willingness to hear new and innovative ways of doing things'**.

Praise is offered for the fact that Clyde Gateway invests **'significant time and resources to help build and maintain strong relationships across public, private and third sector partners to the benefit of the area'**.

The researchers are very positive about what has been achieved but they also reach an important final conclusion that **'the positive physical, economic and social and change aspired to is, however, only half done'**, an opinion that is shared by our board members, our staff and most importantly of all, the people who live and work in our communities.

The study can be viewed at **whatworksscotland.ac.uk/publications/economic-regeneration-in-scotland-past-lessons-current-practice-future-challenges**

There is an understandable pride and quiet level of satisfaction in this recognition of our efforts but more important is the conclusion that much remains to be done. We recognise and understand fully that the challenges that lie ahead are more difficult and complex than those we have overcome thus far, but the task is one that we are relishing.

This latest edition of our Annual Report outlines, in some detail, the progress we are making under an agreed series of Key Performance Indicators. They provide evidence of what has been a very strong performance to date against a background of difficult and uncertain economic circumstances as well as giving comfort that, with the continued resource support of our partners and backers, we will achieve a self-sustaining and world-class transformation of our communities.

Scotland's biggest and most ambitious regeneration programme is very much on track.

Ian Manson
September 2017

The Library at the Olympia at Bridgeton Cross whose re-opening in 2012 provides one of the best examples in how Clyde Gateway has responded to the wishes and demands of the local community



A. New offices such as Police Scotland Clyde Gateway have brought derelict and vacant sites back into use and new employers to the area.
 B. The former Church House
 C. The new Church House
 The demolition of the former Church House has removed an eyesore and helped create a larger site for re-development while the construction of the new Church House at St Francis-in-the-East Church in Bridgeton has created a popular community asset.

CLYDE GATEWAY'S STRATEGIC GOALS

The bid for the 2014 Commonwealth Games stated that its legacy would deliver a long-term and sustainable regeneration of communities which had historically, and repeatedly, been amongst the poorest, most deprived and socially disadvantaged in Scotland.



A

Clyde Gateway was set up within a matter of weeks of the Games being awarded to Glasgow. Our role, on behalf of our partners at Glasgow City Council, South Lanarkshire Council and Scottish Enterprise, was to direct and deliver the promised regeneration over an extended 20-year time period through to 2028. Direct funding for our work was provided by the Scottish Government to support three closely linked strategic goals:-

Sustainable Place Transformation

- to focus on the overall infrastructure and environment of the area which in turn will increase its attractiveness as a place to live and work

Increased Economic Activity

- to target major employers into the area and work with existing businesses to maximise growth which in turn will generate employment opportunities for local people

Building Community Capacity

- to ensure there are increased levels of community participation in activities which in turn will promote a better, healthier lifestyle and/or improve employability prospects

We were realistic from the very beginning and we never claimed we had all the answers to all the questions. We were also willing to admit that we did not know the full extent of the most pressing issues that were uppermost in

the minds of the community. We knew there was a lot of disquiet from past efforts to effect change, particularly around what had been perceived as a 'top-down' model of delivery, and we were determined not to repeat any mistakes from the past and to undertake what we felt was a 'whole new approach to regeneration'.

From the outset, we said that people would be at the very heart of our ambitious plans, all of which would be designed to respond quickly and effectively to local wishes. This would be regeneration where physical change on its own, despite being focussed on an area that contained large amounts of vacant land and derelict buildings, would never be enough.

Our wider message was that we wanted to better the lives of local residents and to help create the best possible conditions for local businesses to thrive and grow. We acknowledged that what we were setting out to deliver was on a scale and at a level never seen before in Scotland.

We were also upfront with everyone by never claiming change would happen overnight. We asked for patience and understanding as we were addressing issues that had been around for decades, back to a time when old black-and-white images captured row-upon-row of tenement houses, schools, churches and corner shops sitting alongside factories and workshops whose belching chimneys illustrated just how much of an economic

powerhouse this area once was. Legacy may have been the buzzword of the 2014 Commonwealth Games, but we had to also deal with the legacy associated with the decline and then disappearance of the traditional industries.

The challenges, being numerous and diverse in nature, meant Clyde Gateway would need to be involved in a wide range of activities against which success, or otherwise, could be measured. It was through talking with all our stakeholders – partners, funders and local people alike – that we developed, over time, a series of nine key performance indicators to judge progress, all of which could be linked to those three strategic goals.



B



C

KEY PERFORMANCE INDICATOR #1

DERELICT AND CONTAMINATED LAND REMEDIATED

Clyde Gateway covers an area that is some 840 hectares (2,000 acres) in size. Back in 2008, more than 40% of the land within our boundaries was classified as vacant or derelict with large tracts having been that way since the 1970s and 80s when extensive demolitions saw the removal of houses and factories with little or no new development in hand to replace them.

There was a clear and obvious need to address such a long-standing issue and we were tasked with remediating 350 hectares of land over a 20-year period; to put this into some sort of perspective, this is the same size as Pollok Country Park in Glasgow and Chatelherault Country Park in South Lanarkshire combined.

It was an area of activity in which early progress had to be substantial as so many other targets and goals were

dependent on having large sites readily available for development and investment. There was the complicating factor of land also being contaminated or polluted as a result of past activities such as the long-closed gas works and coal-fired power station in Dalmarnock and the chemicals factory that had operated for many years in Shawfield.

The earliest of our consultations revealed that local residents were equally determined to tackle blight and eyesores

and we took on board their suggestions and ideas to make it a priority to improve a number of smaller areas in the vicinity of where they lived including Bridgeton Cross and Rutherglen Station. We also ensured that not every piece of land that was to be remediated would be used only for houses, factories or offices with no better example than the decision to provide 15 hectares of quality greenspace on the banks of the river for the creation of Cuningar Woodland Park in which 15,000 trees have been

A. SMART Bridge - the new bridge was designed to provide a direct link from Shawfield to the nearby Dalmarnock Railway Station
B. The former Dalmarnock power station is one of many sites purchased and remediated by Clyde Gateway

planted among trails and an array of leisure and adventure play areas.

By 31 March 2017, 238.7 hectares of previously derelict and contaminated land had been remediated.

Much of what remains to be addressed sits in the Shawfield area.



CASE STUDY

FOR KEY PERFORMANCE INDICATOR #1

SHAWFIELD

"The biggest changes to Shawfield will emerge after the M74 extension is completed. Much of Clyde Gateway's early activities in the area will centre around the continued acquisition of sites, as well as major investment in remediation works given the history of chromium contamination in the area. The long-term vision is to deliver quality business and office space"

**A Whole New Approach to Regeneration booklet
- October 2008**

The promises made in Clyde Gateway's first ever publication have been kept.

The redevelopment of Phase 1 at Shawfield, taking in the area of the former Industrial Estate bounded on one side by the River Clyde and on the other by the famous old football and greyhound stadium, has benefitted from more than £20 million investment in site infrastructure. Much of this expenditure went towards a remediation strategy to deal with long-standing issues of chromium contamination that could be attributed to the past operations of a chemicals factory which closed back in 1967. The on-site treatment, which was both affordable and was environmentally acceptable to all the relevant statutory agencies, involved using a chemical solution imported from Japan.

An 11 hectare site is now being marketed as Magenta at Clyde Gateway in partnership with Highridge Properties, a specialist business park developer with more than 25 years of experience in the field. It is the largest office development in Scotland with the capacity to bring 12,000 new jobs within just over 110,000 square metres of Grade A space that can be designed easily to meet precise requirements and standards.

Plans are in hand for Phase 2 at Shawfield, an area that is approximately 30 hectares in size. As with Phase 1, there will be a need to spend heavily on a remediation strategy in advance of installing the required new infrastructure such as link roads and development platforms. The further and continued redevelopment of Shawfield will form a substantial part of our workload throughout the entire second half of our 20-year programme of activities.

Red Tree Shawfield - under construction and due to open in late 2018 will be the first of what will be many new office and commercial developments within Magenta at Clyde Gateway



KEY PERFORMANCE INDICATOR #2 BUSINESS FLOORSPACE COMPLETED

The east end of Glasgow and Rutherglen were historically associated with the types of industries that brought fame to the city and its surroundings. Coalmining, engineering, steel production, textiles, pottery and power generation were just some of the activities that supported tens of thousands of workers, with the vast majority of them also living adjacent to where they earned their weekly wage. They were, sadly, also the types of industry that disappeared at an alarming rate in the second half of the 20th Century.

There were large-scale demolitions of these now unoccupied factories and workshops, particularly in the late 70s and 80s, and the fragile nature of the local and national economies at the time was such that, in relative terms, very little was built to replace what had stood previously. In later years as fortunes improved, the fashion for investors was to look either for green-field or previously non-developed sites in which to locate their businesses or to be part of the trend to locate in office and service sectors in the city centre.

Clyde Gateway was given the task of attracting investment to brownfield sites from those industries and activities that were driving forward the economy in the 21st century. In order to do so, a lot of the former sites had to be cleaned up and made ready for occupation and so the earliest priorities and activities had

to focus on the remediation of derelict and contaminated sites as outlined at KPI #1.

The 20-year target for the creation of business space was set at 400,000 square metres; to put this into some sort of perspective, this is the equivalent of constructing ten buildings the size of the Emirates Arena/Sir Chris Hoy Velodrome solely for the use of business and industry.

By 31 March 2017, 63,664 square metres of business floorspace had been completed.

These include a range of office developments such as Red Tree and The Albus that have become home to a wide range of small and medium sized companies, including a substantial

number in the creative industries while new premises have also been built as headquarters for a number of key agencies including Police Scotland and Community Safety Glasgow.

New factories, manufacturing facilities and large-scale industrial units across Clyde Gateway have helped to attract a substantial number of companies across a diverse range of industries such as energy, telecommunications and distribution. The extensive remediation of land at Phase 1 of Shawfield, which has contributed to the targets within KPI #1, has also created the ideal conditions for further quality business space to be constructed and occupied. This has all been achieved during a time in which the extent of high-quality commercial development elsewhere in many part of Scotland has been limited.

A. The Albus, Bridgeton - seven distinctive and contemporary office suites that are proving to be popular with the creative industries
B. Peebles Media, the biggest independent publishing firm in Scotland, has made its home in The Albus in the heart of the Clyde Gateway area.



A



B

CASE STUDY

FOR KEY PERFORMANCE INDICATOR #2

RUTHERGLEN LINKS

Rutherglen Links is the name given to a newly created office and commercial district on what was a previously derelict five hectare site in the heart of the burgh, just a few hundred yards from Main Street and within a three minute walk from a railway station which is used by 1.1million passengers each year. It is on a site that had previously been partly occupied by a bedding and pillow manufacturer but which had been vacant and derelict since the closure of the factory in 2007.

Funding for Rutherglen Links came from Clyde Gateway, the Scottish Government and the European Regional Development Fund. The site has seven separate development plots that can accommodate a combination of office, general industrial and storage/distribution use.

The first development has been a 3,150 square metre office block, known as One Rutherglen Links, over four floors of high quality space designed to function in a multitude of ways.

SPIE Limited, one of Europe's leading providers of technical support services for the construction, maintenance, repair and running of commercial buildings, has consolidated all of its Scottish operational requirements into One Rutherglen Links, with the top two floors of the building now home to over 140 of its staff, with plans in place to add another 30 employees through growth and expansion.

Elsewhere on Rutherglen Links, Harris Finance, a locally-based commercial property developer, has completed the construction of two industrial/hybrid units with a total floorspace of 2,800 square metres and is at an advanced stage with its preparations for further similarly-styled developments across the remainder of the site.

A. One Rutherglen Links - the location chosen by SPIE Limited as the headquarters for its Scottish operations
B. One of the new industrial/commercial units constructed by Harris Finance and set to welcome its first occupier in Autumn 2017.



KEY PERFORMANCE INDICATOR #3

RESIDENTIAL UNITS CONSTRUCTED

The original business plan included a target of 10,000 new homes. This target was different from others in that we were not given any direct responsibility or provided with funding to build new houses meaning that hitting the figure was always going to be dependent on the activities of partners in the private and public sectors, with a further reliance on their judgement of what was sustainable in respect of density and the mix between different styles of developments.



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B



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The amount of land across Clyde Gateway that can be available for housing is linked to the extent of our success in remediating vacant and derelict sites. There is also keen competition from developers who wish to bring forward new factories, business spaces, community facilities and other leisure uses. A fine balance has to be taken when determining what sites are best suited to be marketed and sold to housing providers.

The issues around housing in the Clyde Gateway area date back more than half-a-century to a period when the large-scale demolitions of tenement properties across all our communities saw a sharp and seemingly irreversible decline in the population. Many residents moved away to new towns such as East Kilbride, Cumbernauld and Irvine or indeed further afield to countries such as Canada, Australia and South Africa whose economies were growing increasingly reliant on the skills often found among the workforce living in the east end, Rutherglen and Shawfield.

The public providers of housing have, over the years, invested in the maintenance and improvement of what remained of their stock while there have been a limited number of new builds, particularly in the 1980s as part of the Glasgow East Area Renewal (GEAR) project, and more recently by a number of smaller community-based housing associations. One of the key aspects around housing over recent decades

has been the extent of tenure choice. The figures for 2015 reveal that 44% of housing across Glasgow is owner-occupied but for the Calton Ward, in the heart of the Clyde Gateway area, the figure is a fraction above 24%. The explanation can be found by looking at the social-rented sector which, for the city as a whole, stands at 36% but is almost 54% in the Calton Ward.

The social-rented sector is the bedrock of housing across the Clyde Gateway communities but it is important to achieve a better balance and offer residents a wider choice, not only across tenure but in the sizes and styles of homes to suit all circumstances and lifestyles.

We may not have any direct responsibility for housing but we have, from the outset, worked with partners to create the best possible conditions to bring new housing to the communities and achieve a subsequent increase in population.

By 31 March 2017, 2,456 new residential units had been completed.

Some of the best-known housebuilders in Scotland, including Avant, Barratt, Cruden, Keir and McTaggart & Mickel have come to the area while community based housing associations have delivered an impressive number of new-builds specifically for the social rented market, with many more in the pipeline of development, subject to obtaining the funding that is required.

A. Mixed tenure development at Torryglen (Cruden Homes)

B. Private sector housing at Farme Cross, Rutherglen (Barratt Homes)

C. One of the many styles of homes on offer at Richmond Park at Oatlands (Avant Homes)

CASE STUDY

FOR KEY PERFORMANCE INDICATOR #3

ATHLETES' VILLAGE

Much has been made of the fact that the Athletes' Village for the 2014 Commonwealth Games was in the heart of the Clyde Gateway area, on what was a long and narrow 38 hectare site in Dalmarnock on the banks of the Clyde and directly opposite three games venues in Celtic Park, the Emirates Arena and the Sir Chris Hoy Velodrome.

Following its use by 6,500 athletes and officials, the Village was transformed into a superb riverside residential community, the first phase of which delivered 700 homes, with 300 being for sale and the remainder for social rent through three local housing associations.

In April 2017, it was announced that planning permission was being sought for a further 125 homes, all of which will be for sale, on part of the site that had been used in 2014 for temporary structures such as canteens, recreational areas and security checkpoints.

The Athletes' Village sits adjacent to another key housing site that is due to be developed over an extended period. The former Dalmarnock Power Station site, which closed in 1977, will accommodate 550 new homes to be built by the Link Group. The development is part of what will be a six-year investment programme worth £65million with the outcome being a comprehensive housing mix of various sized units across different tenures including social rented, shared equity and family homes for sale.

There are other major spin-offs from the construction of so many new homes, not least being the decision by Glasgow City Council to invest almost £20 million in two new schools, both of which will be located within the Athletes' Village. The new nursery school is nearing completion and will provide an all-year service that can offer the equivalent of 12 full time places for under twos and 128 full time places for two to five year olds, together with full access to outdoor play areas. Work on a new primary school for 460 pupils will get underway in September 2017 with the expectation that pupils will move in by the beginning of school year 2019/20.

A. Games Village Housing
B. Artists Impression of new primary school
C. Games Village Housing
D. Link Group sign at site of former power station



KEY PERFORMANCE INDICATOR #4

JOBS CREATED or NEW TO THE CLYDE GATEWAY AREA

We undertook a very extensive programme of public consultations and community engagement events in the first few months of our existence to seek out the views, opinions and priorities of local people. We told them about all of the targets in our business plan concerning land remediation and how redeveloped sites would be made available for new offices, factories, commercial development and housing. We also advised them that over the 20-year period in which we were going to be active, we had set a target of bringing 21,000 jobs to the area.



It was this particular target which provoked the biggest response during those initial consultations. The community could not have made it any clearer that jobs had to be the top priority over the long run given there had been no real recovery from the collapse of the traditional industries and manufacturing over the previous four decades.

The message given to us was simple; the biggest way Clyde Gateway could make a difference to the area was by providing new jobs and training, particularly to those most affected by a lack of skills and qualifications or whose personal circumstances made it difficult to find and sustain employment.

We listened closely to such views, and among our earliest interventions was the creation of sixteen traditional trade apprenticeships with a Glasgow-based construction company; we followed this with the extensive use of community benefit clauses within all of our own contracts, the effect of which was to ensure all those companies who successfully tendered for work provided a pre-agreed number of jobs and training opportunities for the duration of the contract. By 2013, more than 150 such opportunities had been created across eight separate construction contracts.

We also began to develop a range of partnerships with existing firms and companies that enabled us to target vacancies at local residents with particular success in manufacturing, sports & leisure and office work. The continued pace of change also attracted a substantial number of organisations to locate their businesses and operations into the Clyde Gateway area and on each occasion we offered to provide additional assistance to have them recruit locally any new employees.

By 31 March 2017, Clyde Gateway had brought 5,106 jobs to the area of which over a quarter have gone to local people.

Developments such as those at Eastgate, the Red Tree Business Suites at Bridgeton and Rutherglen, Police Scotland Clyde Gateway, One Rutherglen Links, The Albus and The Olympia have helped to create a vibrant and highly successful office sector. There have also been manufacturing jobs created at Clyde Gateway East Business Park while the opening, in 2012, of the Emirates Arena and Sir Chris Hoy Velodrome brought more than 100 jobs in the sports and leisure sector.

A. Highly skilled welding jobs have been made available to Clyde Gateway residents

B. A specially designed training programme for 18-24 year-olds led to job offers in sports and leisure

C. Local residents are finding employment in the expanding office sector across Clyde Gateway

D. Support has been provided to secure jobs across a variety of areas including the care industry



CASE STUDY

FOR KEY PERFORMANCE INDICATOR #4

RYAN HOUSTON

Ryan Houston from Calton is a joiner with City Building's responsive repairs team. He began his 2-year adult apprenticeship in 2009 after six months of unemployment.

"After I left school, I had worked in double glazing for six years before I was made redundant through lack of work. I had been unemployed for about six months and was really looking for any type of work, so I registered with Clyde Gateway because I had heard they were good for training.

An apprenticeship really appealed to me. When I was younger I would have liked to have become a joiner, but then I got comfortable in the job I was in, and once I got past a certain age I thought it was too late. I had never heard of an adult apprenticeship before until I found out about this one through the Skill to Build training scheme that was run by Clyde Gateway.

At the beginning of the apprenticeship I did basic workshop modules, bench joinery, making doors, then moved on to things like kitchen and bathroom installations, repairs and maintenance and new build construction. I also attended the Queenslie training centre at various times throughout the two year apprenticeship. I am now fully qualified and employed in the repairs and maintenance team for City Building's housing association clients.

The apprenticeship has had a really positive impact on my life, I have gained some great skills and experience that I never had before, and also gained my SVQ. And it doesn't stop with joinery, there is the opportunity to go on and study for an HNC and then HND in construction management, surveying, that kind of thing. I would like to get a bit more experience as a joiner first, but ideally I'd like to go into construction management. I really like the fact that I am always learning something new in my job.

If you're thinking about an apprenticeship, I'd say definitely go for it – it is not an opportunity that comes along often, and the skills you learn will be with you for life, so you always be able to seek work. There are a lot of employers out there looking for these kind of skills"

I registered with Clyde Gateway because I had heard they were good for training.

Ryan Houston



THE QUEEN'S BATON RELAY COMES TO CLYDE GATEWAY

The Queen's Baton Relay, part of the build-up to the 2018 Commonwealth Games taking place on the Gold Coast in Australia, visited a number of Clyde Gateway locations during a short tour of Scotland in August 2017.

- A** It arrived in the Games Village where it was presented to Lord Smith, the chair of Clyde Gateway and past chair of the 2014 Games Organising Committee
- B** ...who in the company of Louise Martin, the President of the Commonwealth Games Federation, carried it across the new pedestrian bridge into Cuningar Woodland Park
- C** ...where it was accepted by Councillor Ian McAllan, the Provost of South Lanarkshire
- D** ...who showed it to some very interested and curious local residents
- E** ...before handing it to Rob Wardell, Team Scotland mountain biker
- F** ...who took it on a tour of Cuningar Woodland Park in the company of members of the Rutherglen-based Bike Town initiative.
- G** Later in the day, the baton was given to Dalmarnock resident, John McAuley, who had been nominated as a baton bearer by the People's Development Trust.
- H** John carried the baton into the Legacy Hub, accompanied by a piper and with a guard of honour provided by local school pupils
- I** ...who themselves later were able to hold the baton
- J** ...before taking to the stage to entertain guests with songs and performances.
- K** There was one final photograph with pupils from St Mungo's Academy before the baton headed into Glasgow city centre.



KEY PERFORMANCE INDICATORS

#5-#9

The original business plan that helped set up Clyde Gateway was drafted in 2005/06. It contained a series of ambitious but achievable long-term targets around land, new business space, housing and jobs which enabled the easy identification of a number of our Key Performance Indicators.

It was, however, important that we looked to make a substantial impact on those wider fields of activity linked to our strategic goals. Three years after we began our work we took the decision to engage a firm of specialist consultants to meet with a wide range of key stakeholders, including our partners and local community organisations, with the aim of having them identify further indicators relevant to our activities and against which we could measure progress on an annual basis but without them being set against any long-term targets.

A further five KPIs were subsequently adopted across areas of business support, community involvement and investment.

KPI #5: NUMBER OF BUSINESSES ASSISTED

From the outset, we sought, where possible, to procure supplies and services from local businesses as a way of offering them support and assistance. We still endeavour to achieve this but as our own work, projects, programmes and range of activities have expanded we have moved increasingly towards a more strategic and planned approach.

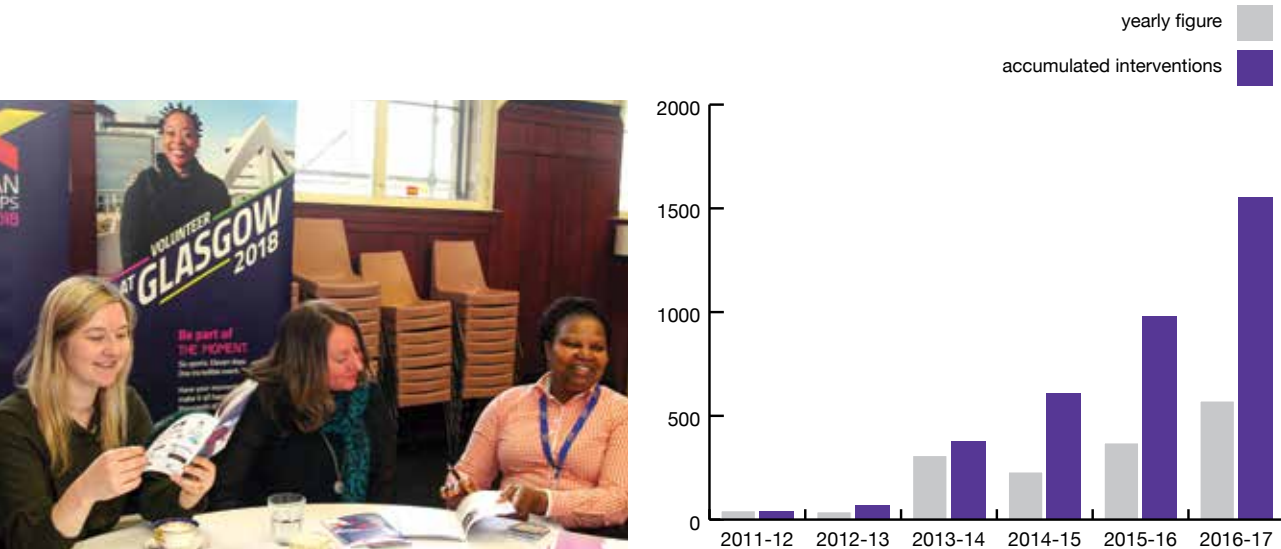
The range and extent of the support mechanisms we now have in place has been developed after extensive consultation with every effort being made to avoid any duplication of existing services. We have a Business Support working group that includes all key stakeholders; it meets on a quarterly basis and part of its deliberations involve the continual monitoring and updating of an agreed action plan in order that resources and support are put towards the initiatives and services that are most in demand.

We invest up to £150,000 each year in business support activities. We offer tailored sessions for small and medium sized companies on a range of subject matters such as training, staff recruitment, product placement, marketing and communications, with the aim of enabling locally based

businesses to develop, grow and flourish. These sessions are delivered by a combination of our own staff and experts from partner bodies, including the University of Strathclyde, whose 'Enterprise Solutions' project, launched in May 2016, provides free support in areas such as consultancy, law and translation services.

Our support to the Rutherglen & Cambuslang Business Network now enables it to come together at a breakfast gathering every second month at a local hotel to provide the perfect opportunity for increased business to business trading, sharing of good practice and mentoring, while other initiatives have included the hosting of a social enterprise event to promote the opportunities available with the staging of the 2018 European Championships in Glasgow.

In 2011/12 we provided assistance to 43 local businesses with this figure rising to 71 in the following year. The move towards a more strategic and planned approach began in 2014/15, since when there has been continual year-on-year growth.



Helping local businesses and organisations get the most of opportunities from the 2018 European Championships

The 12-month activity in 2016/17 saw 572 local businesses provided with support and assistance; the total number of interventions now stands at 1,552.

KPI #6: NUMBER OF PARTICIPANTS IN CLYDE GATEWAY EMPLOYABILITY PROGRAMMES

In 2009, the proportion of Clyde Gateway residents claiming out-of-work benefits stood at 39%. Eight years on, this figure has fallen to 27%.

Independent research has found that the most likely contributory factor has been the effectiveness of additional local employability services put in place by Clyde Gateway. We have sought to intervene where the existing programmes were failing to best support local residents and have concentrated on those individuals whose lack of skills, knowledge, qualifications or personal circumstances resulted in them being furthest away from the labour market.

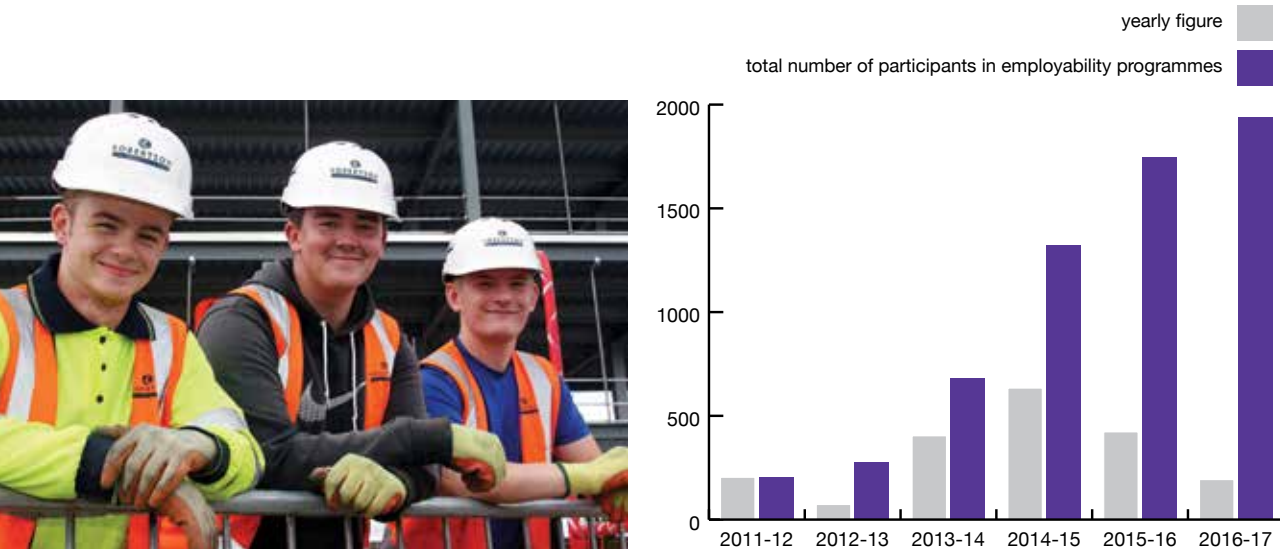
Some of our programmes have addressed personal development, while others have provided vocational training. There have also been efforts to engage directly with employers to seek their support to provide relevant opportunities to local residents. Private sector firms such as CCG, the Marriot Hotel and SPIE, along with public agencies in the shape of Glasgow Life and Community Safety Glasgow, have all played a substantial role in addressing the challenges involved.

The approach has been to avoid any duplication of existing services, to address gaps in provision and to build services and support around the views and needs of the service users.

The 12-month activity in 2016/17 saw 193 participants in Clyde Gateway employability programmes; the total number of interventions now stands at 1,940 (see below).

The number of participants over the past 12 months was lower than in previous years. This can be attributed to a number of factors including changes in the way in which support programmes around employability are now delivered at a national, regional and local level.

It is also the case that the biggest challenge towards achieving any continued success in attracting participants onto employability programmes sits around the historical issue of health inequalities across our communities. A concerted effort by all the relevant agencies, bodies and stakeholders, together with a better deployment of existing resources, will be essential if we are to make continued progress around employability.



Three participants from a Clyde Gateway supported training programme were recruited, through community benefit clauses for Red Tree Shawfield, as apprentices by a major construction firm.

The 12-month activity in 2016/17 saw 193 participants in Clyde Gateway employability programmes; the total number of interventions now stands at 1,940



KPI #7: NUMBER OF PARTICIPANTS IN CLYDE GATEWAY ENGAGEMENT EVENTS

As the narrative attached to some of the previous KPIs demonstrates, we have been involved in public consultations and community engagement exercises from our establishment in 2008. The earliest such events had the specific purpose of introducing ourselves to residents and business owners, seeking to develop a two-way dialogue that would assist us in identifying ideas and plans that would find local support. In due course, we would expand the range and methods of community engagement, with the first major exercise being a three-day consultation in March 2009 concerning proposed changes to the public realm around Bridgeton Cross.

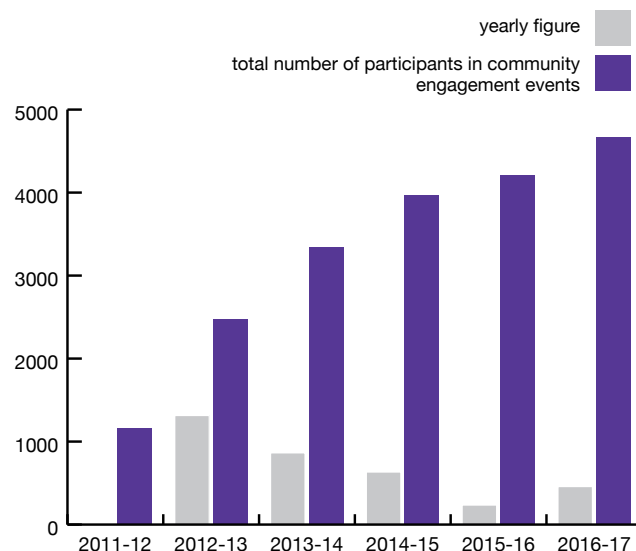
There followed a number of similarly-styled events in respect of various physical improvements across the communities along with what was the first Annual Public Meeting and Exhibition in September 2009 at which presentations were given by the Chair and the Chief Executive, followed by a lively and wide-ranging question-and-answer session involving an audience numbering just under 100.

This particular KPI was introduced for measurement purposes in 2011/12 but prior to this we had been keeping count of the number of people we had attracted along to events that we had responsibility for co-ordinating and delivering. We did not count any events or consultations, such as those related to aspects of the delivery of the 2014 Commonwealth Games, in which we were only in attendance as a partner.

The 12-month activity in 2016/17 saw 458 participants in Clyde Gateway community engagement events; the total number now stands at 4,665.

The number of participants captured by this particular KPI has fluctuated over the years. There has been a shift towards Clyde Gateway responding to requests to be involved in formal partnerships with community-based groups with our staff increasingly participating in meetings of tenants groups, community councils and voluntary organisations.

This has resulted in a decline in the number of formal community engagement events that we ourselves organise each year, but we are still as committed as ever to talking to local residents and business owners, and more importantly, listening to them to take on board their views and opinions.



The 12-month activity in 2016/17 saw 458 participants in Clyde Gateway community engagement events; the total number now stands at 4,665.

KPI #8: NUMBER OF PARTICIPANTS IN ADDITIONAL LEARNING/HEALTH/SPORTS/CAPACITY BUILDING

Our promise to respond as best we can to the demands of local people has resulted in an involvement with an extensive range of innovative and imaginative projects that have become a popular and essential part of everyday life across our communities. It is the clearest demonstration of the extent to which we are ensuring our regeneration efforts go far beyond mere bricks and mortar.

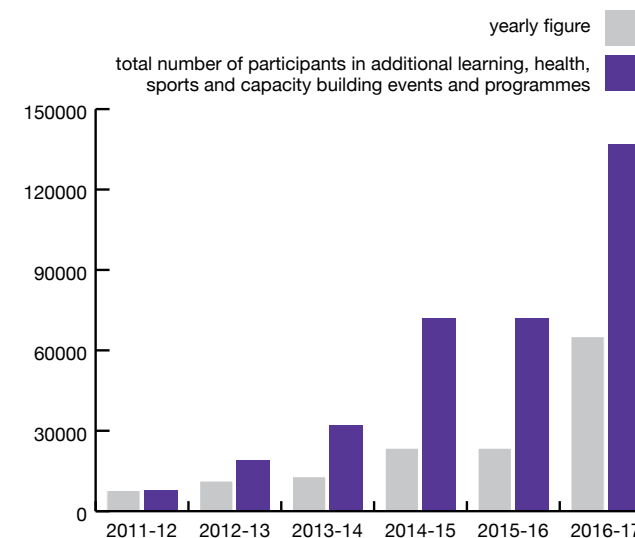
The credit really lies with the community with those who live and work in Clyde Gateway being at the forefront of such projects, more often than not taking ownership and responsibility for their design and delivery.

We have prioritised investment in education, spending more than £1 million of our own resources since 2010 within 30 local schools and also at community-based learning centres, providing what is now approaching 100,000 additional opportunities through the enhancement of core educational programmes. These have been targeted at all ages, with an early years agenda for those aged 0-5 sitting alongside initiatives designed for primary and secondary students as well as activities to promote and support parental or carer involvement in their children's efforts at school.

We have made efforts to address health inequalities in the Clyde Gateway area. The historical statistics reveal that most of the data-zones within our communities sit in the 5% most health-deprived in Scotland while life expectancy is 16 years below the national average. We have placed an emphasis on sports-related activities and sought outcomes that will deliver not only a high level of initial uptake but a continued usage thereafter. We also seek to have as many participants as possible use their involvement as a first step towards employment or further education.

We have continually supported the on-going work of a large number of locally-based organisations such as community trusts, housing associations and voluntary groups with the dual aim of increasing the take-up of services that are on offer and having a greater number of residents become more active and involved across the communities.

The overall effect of our involvement has seen a year-on-year growth in both the number of relevant programmes and participants. There was a marked increase in 2016/17, attributable to an expansion of the 'Future Families' initiative. This series of activities, aimed at parents, carers and toddlers, has proven to be very popular and is now delivered within a range of community locations, including libraries.



A. Neil McDonald, former chair of Clyde Gateway, taking questions from the audience at the 2012 Annual Public Meeting

B. The Bounce n Rhyme programmes at local libraries are among the most popular activities provided by Clyde Gateway

C. Local residents experiencing a coaching session at the Sir Chris Hoy Velodrome

The 12-month programme in 2016/17 attracted 65,137 participants; the total number over the years has now risen to 136,990.



KPI #9: LEVERAGE

This particular KPI has been adopted as a method of capturing the extent of the additional spend and investment that has been attracted to the Clyde Gateway area as a result of our on-going regeneration work.

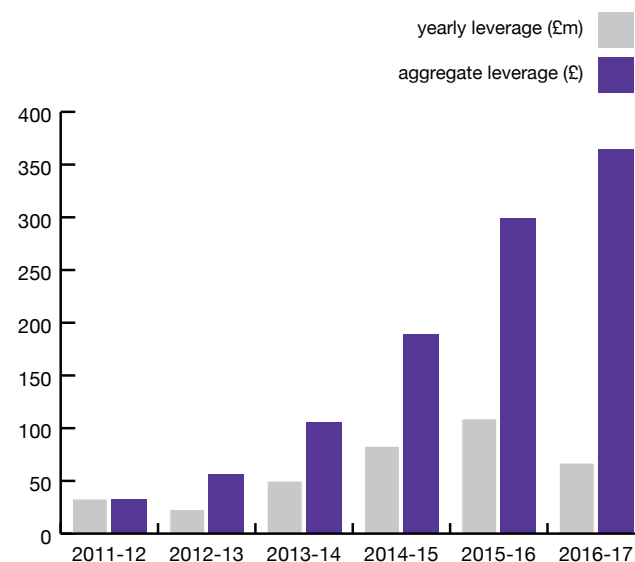
It is an important measure to take into consideration as the original business plan back in 2005 envisaged that more than £1 billion of private sector investment would be necessary over our 20-year lifespan. The role of the public sector, and in particular the Scottish Government, was, almost literally, to prepare the ground and create the best possible conditions to attract developers to the area and lever in the sums of money to build the offices, houses and commercial properties that would enable to long-term targets to be met.

Our leverage calculations include the sums of money that other public agencies have invested across Clyde Gateway on projects that would not have ever happened without our involvement. One of the first examples of this was at

Dalmarnock Station where our determination to have it modernised and overhauled in advance of the 2014 Commonwealth Games saw us make an offer of £2million to the rail and transport agencies as the first step towards what proved to be an overall spend of almost £12million; for leverage purposes within this KPI, the figure is calculated at £10million as this was the additional sum spent in the area over and above our investment.

In a similar vein, Forestry Commission Scotland spent more than £5million of its own resources on Cuningar Woodland Park – a sum that could have gone into one or more of its other facilities across the country, and so we have included that sum within our leverage calculations.

The largest sums that we are able to attribute to leverage, however, come through the investments from developers at commercial locations and housing sites right across the Clyde Gateway area.



A. Investment from businesses newly locating into Clyde Gateway add to the leverage figures

B. Investment in new housing is a major contributor to the leverage figures

C. The £5m of expenditure by Forestry Commission Scotland at Cuningar Woodland Park is part of the leverage figures

The 12-month leverage figure in 2016/17 was £66.533 million; the total leverage figure now stands at £365.155 million

A SUMMER DAY AT CUNINGAR LOOP, AUGUST 2017



THE MANY DIFFERENT FORMS AND FACES OF REGENERATION

- A. Building new footbridges
- B. Providing a bus service
- C. Sponsoring business breakfasts
- D. Healthy living through sport
- E. Family learning activities

A



B



C



D



E



FINANCIAL OVERVIEW

Table A
Finance Overview
(period from 1 April 2016 to 31 March 2017)

Funder	Amount (£m)	Type of Funding
Direct Income Generation	1.515	Regeneration Returns
Direct Income Generation	0.043	Investment Returns
Scottish Government	7.750	Grant Funding
Glasgow City Council	0.901	Grant Funding
South Lanarkshire Council	0.381	Grant Funding
Scottish Enterprise	0.450	Grant Funding
Miscellaneous	0.077	Grant Funding
Donated Assets	0.580	Donated Land
TOTAL	11.697	

Table B
Forward Funding: 2017-2018

Funder	Amount (£m)	Type of Funding
Scottish Government	6.250	Grant Funding
Glasgow City Council	3.352	Grant Funding
South Lanarkshire Council	3.205	Grant Funding
Scottish Enterprise	0.050	Grant Funding
Direct Income Generation	1.253	Regeneration Returns
Direct Income Generation	0.033	Investment Returns
Miscellaneous	0.020	Grant Funding
SPRUCE	1.000	Loan Finance
TOTAL	15.163	

Table C
Expenditure by Strategic Goal

Activity	2016/17 (£m)	2015/16 (£m)	2014/15 (£m)
Sustainable Place Transformation	4.646	3.815	17.36
Increasing Economic Activity	1.496	4.154	21.27
Developing Community Capacity	1.438	2.157	3.38
Staffing Costs	1.719	1.736	1.73
TOTAL	9.299	12.222	43.74

FINANCIAL SUMMARY

Table D
Consolidated Statement of Financial Activities (incorporating the Income and Expenditure Account)
For the year ended 31 March 2017

	Unrestricted funds £	Restricted funds £	Total funds 2016/17 £	Total funds 2015/16 £
Income and endowments from:				
Charitable activities	2,609,644	7,529,404	10,139,048	7,366,137
Other trading activities	650,193	-	650,193	3,199,615
Investment income	908,184	-	908,184	758,224
Other income	-	-	-	30,000
Total income and endowments	4,168,028	7,529,404	11,697,425	11,353,976
Expenditure on:				
Raising funds	(706,590)	-	(706,590)	(3,429,500)
Charitable activities	(5,206,141)	(3,385,957)	(8,592,098)	(8,792,389)
Other expenditure	(14,650)	-	(14,650)	(15,480)
Total expenditure	(5,927,381)	(3,385,957)	(9,313,338)	(12,237,369)
Net (expenditure)/income (before pension scheme gains/(losses))	(1,759,360)	4,143,447	(2,384,087)	(883,393)
Deferred taxation	(26,837)	-	(26,837)	68,244
Actuarial losses on defined benefit pension scheme	66,000	-	66,000	719,000
Transfer to land and property reserve	12,344,743	(12,344,743)	-	-
Impairment and write down recognised	(3,539,075)	-	(3,539,075)	(3,872,621)
Revaluation of investment properties	147,278	-	147,278	-
Net (expenditure) (after pension scheme gains/(losses))	7,232,749	(8,201,296)	(968,547)	(3,614,679)
Funds brought forward	23,986,179	14,244,493	38,230,672	41,845,351
Funds carried forward	31,218,928	6,043,197	37,262,125	38,230,672

Table E
Consolidated Statement of Financial Position
as at 31 March 2017

	2017 £	2016 £
Fixed assets		
Tangible assets	11,040,709	9,990,091
Current assets		
Stock and work-in-progress	5,567,791	6,654,091
Debtors	1,922,565	4,038,452
Cash at bank and in hand	22,482,737	21,601,056
	29,973,093	32,293,599
Creditors: amounts falling due within one year	(1,858,481)	(2,103,262)
Net current assets	28,114,612	30,190,337
Net assets (excluding pension liability)	39,155,321	40,180,428
Provisions for liabilities	(1,412,196)	(1,468,756)
Pension liability	(481,000)	(481,000)
Net assets	37,262,125	38,230,672
Funds		
Unrestricted	16,617,050	9,464,338
Land and property reserve	15,082,878	15,002,841
Pension reserve	(481,000)	(481,000)
Total unrestricted	31,218,928	23,986,179
Restricted	6,043,197	14,244,493
	37,262,125	38,230,672

Copies of Clyde Gateway URC's consolidated financial statements and those of its trading subsidiary, Clyde Gateway Developments Limited, can be downloaded from our website www.clydegateway.com



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