Thank you for your e-mail of 13\textsuperscript{th} September regarding the Local Government and Regeneration Committee's request for information. Please find set out below Clyde Gateway's response to the questions raised.

What were the targets, if any, set for your URC to achieve when it was established? Over what timescale?

The Clyde Gateway Business Plan is the key strategic document setting out the vision for the Gateway area over the 20 year period of the Company's operation. The Plan presents a broad framework and focuses activity around three strategic goals:

- Strategic Goal 1 - Sustainable place transformation;
- Strategic Goal 2 - Increased economic activity; and
- Strategic Goal 3 - Developing community capacity.

The Business Plan also sets a number of output targets to be progressed throughout the lifetime of Clyde Gateway. These are:

- the remediation of 350ha. of derelict and contaminated land;
- 400,000 sq.m. of employment space;
- 21,000 new jobs (gross) in the Gateway;
- 10,000 new homes;
- an increase in population of the Clyde Gateway area by 20,000; and
- an increase in income at the regional level by £380m.

What assessment(s)/review(s) have been undertaken in assessing how your URC has performed in achieving these targets to date?

The company tracks its progress through 9 key performance indicators and progress to date is set out in the following table. This information is also made available on-line and in print through our Annual Report. The 2012/13 edition is due to be published in late October to coincide with our annual public meeting.

\begin{table}[h]
<table>
<thead>
<tr>
<th>Key Performance Indicators</th>
<th>Cumulative to 31/03/2013</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Strategic Goal 1: Sustainable place transformation</strong></td>
<td></td>
</tr>
<tr>
<td>Derelict and contaminated land remediated</td>
<td>101.96 ha.</td>
</tr>
<tr>
<td>Business floor space completed</td>
<td>30,053sq. m.</td>
</tr>
<tr>
<td>Residential units constructed</td>
<td>1,189</td>
</tr>
<tr>
<td><strong>Strategic Goal 2: Increased Economic Activity</strong></td>
<td></td>
</tr>
<tr>
<td>Number of jobs created/new to CG area</td>
<td>1,373</td>
</tr>
<tr>
<td>Number of businesses assisted</td>
<td>71</td>
</tr>
</tbody>
</table>
Clyde Gateway’s annually reviewed Operating Plans seek to make progress against these KPI’s wherever possible. Inevitably, however, development can only take place when sites have been assembled, de-contaminated and infrastructure installed.

What is the composition of your board of management?

Clyde Gateway URC (“Clyde Gateway”) is a company limited by guarantee which was formed in December 2007 with three members – Glasgow City Council, Scottish Enterprise and South Lanarkshire Council. The Office of the Scottish Charity Regulator awarded Clyde Gateway charitable status in June 2008.

Clyde Gateway’s Board has 12 directors comprising 11 non-executives and the Chief Executive. The 11 non-executive posts are made up as follows:

- 1 independent chair
- 6 “partner” directors (2 appointed by each of the three members)
- 4 “co-opted” directors
  - 2 business representatives from Glasgow and South Lanarkshire; and
  - 2 community representatives from Glasgow and South Lanarkshire.

Clyde Gateway Developments Limited (“The Development Company”) is a wholly-owned subsidiary limited by shares which undertakes the non-charitable regeneration activities and its Board has representation from Clyde Gateway’s three members and includes private sector members with financial, legal and property development experience.

What is the level of regular contact/communication between senior management and your parent/funding organisations?

In relation to your relationship with your respective local authorities, how do your relevant local authorities scrutinise the work of the URC e.g. evidence sessions before the relevant council committee etc?

Clyde Gateway’s key ‘parent/funding organisations’ are the three members of the Company (Glasgow City Council, Scottish Enterprise and South Lanarkshire Council) along with the Scottish Government as the majority funder to date. In this context Clyde Gateway’s key ‘contact/communications’ and scrutiny arrangements are as follows:

- Through membership of the Clyde Gateway and the Development Company Boards by representatives of the members and attendance at each meeting by representatives of the Scottish Government. The Clyde Gateway Board meets at least bi-monthly and the Development Company monthly, in order to deal with the flow of decisions. The Boards’ approve strategy, operating plans and all key project decisions in line with company and charity law and in accordance with transparent and robust company procedures.
- Monthly pre-agenda meetings between the independent Chair, the two Vice-Chairs representing the two local authority members and Clyde Gateway senior management.
• Monthly Stakeholder meetings attended by the three members and the Scottish Government to discuss strategy and key operational issues, held prior to the issue of Board papers to enable stakeholder input and peer review of key decision papers prior to their being finalised for Board consideration.

• Separate liaison and overview meetings between the three members as required to consider joint working arrangements, strategy and progress. Clyde Gateway senior management attend when requested.

• Annual approval by members of the rolling three-year Operating Plan and as required any matters reserved to them as set out in the Members Agreement (e.g. appointment of Board members and potential joint venture agreements).

• Adherence throughout the financial year to the Scottish Government's grant award ‘inspection and information’ conditions including provision of detailed project budgets, spend projections and claims monitoring.

• Annual submission to the Scottish Government of ‘Urban Regeneration Companies Monitoring Information’ return which reports detailed progress against the seven National Outcomes directly relevant to URCs.

• Regular project progress reporting for the Scottish Government 2014 Games Legacy Evaluations, quarterly updates to Games Legacy Monitoring for their Legacy Team, and quarterly updates to the Glasgow City Council Legacy Team. Clyde Gateway also sits within the GoWell study area which measures over 4 years the impact of housing and neighbourhood regeneration upon health and wellbeing in the context of the Games.

• Bi-annual meeting and progress presentation with the Leader of South Lanarkshire Council and additionally with the Chair and Vice Chair of the Enterprise Resources Committee.

• Annual presentation/tour with South Lanarkshire Enterprise Resources Committee with an invitation issued to all South Lanarkshire Councillors. Regular tours with Chief Executives of the three members to view our work activities/progress.

• Annual presentation to Glasgow City Council’s Operational Development Scrutiny Committee with specific focus on KPI’s, strategy and risk management.

• Annual Glasgow City Council arms length Corporate Governance Questionnaire and Compliance Statement covering corporate governance, board conduct, performance, audit, risk management, IT security, finance and human resources. (Clyde Gateway is considered to come under the remit of local authority Best Value scrutiny arrangements.)

• Quarterly Glasgow City Council Statistical Return covering employee numbers, attendance levels, risk, continuity planning.

• Quarterly Glasgow City Council Budget Monitoring Report.

• Monthly progress and strategy meetings with the South Lanarkshire Council Lead Officer, quarterly with the Director of Enterprise Resources and as requested with the Corporate Management Team.

• Monthly progress and strategy meetings with the Glasgow City Council City Economic Development Group, led by the Executive Director of Development & Regeneration Services and 6 weekly attendance at its Extended Corporate Management Team.

Clyde Gateway’s Audit & Evaluation Committee’s membership includes Board directors representing the three partner organisations and its terms of reference are based on the model set out within the Scottish Government’s Audit Committee Handbook.

Internal Audit services are provided by Scottish Enterprise. The rolling two-year internal audit plan is reviewed at each Audit & Evaluation Committee meeting (four per year).

Annual monitoring of Vacant and Derelict Land Fund spend and outcomes by Glasgow City Council, South Lanarkshire Council and the Scottish Government.

In addition to the significant interaction with Clyde Gateway’s key ‘parent/funding organisations’ and the Scottish Government as set out above, there are a range of organisations with which Clyde Gateway senior management interacts and has to satisfy their own specific communications and scrutiny requirements. Significant examples are as follows:

- Annual submission of monitoring return and audited financial statements to the Office of the Scottish Charity Regulator.
- European Regional Development Funding quarterly monitoring returns, audit and on the spot verification checks by European Structural Fund compliance managers.
- Quarterly meetings with key stakeholder and funding organisations representing employability, community engagement and business support such as Skills Development Scotland, the Department for Work and Pensions and Job Centre Plus.

Clearly there is a significant number of communication and scrutiny channels in place and Clyde Gateway can provide further related documentation if requested.

I hope this information is of assistance in your deliberations.

Yours sincerely

Ian Manson
Chief Executive.