

Development Partner of Choice



Annual Report

2020
- 2021



hub

South West Scotland



£545m
projects open and operational

hub
South West Scotland



£174m
projects in construction



£286m
projects in development



£249M
of work packages awarded to companies within the territory

JOB
580
Jobs Created

119
Community Benefit Days

431
Work Experience Placements

205
Existing Apprentices

742
Training Events Delivered

437
Educational Events

223
Local Supply Chain Engagement Events

280
Supply Chain Development Workshops

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Ayr Grammar
South Ayrshire Council

Shareholders



Participants





As Chair of hub South West Scotland Ltd, it is my great pleasure to introduce our Annual Report for 2020/21.

In my first Report since joining the board in September 2020, I would immediately like to thank my predecessor John McClelland, CBE, for his outstanding leadership as Chair and for his influence and support which delivered record levels of growth across our business.

I could not have joined the board at a more challenging time, as the entire country responded to the worst health and economic crisis in living memory.

Against that backdrop, it is remarkable that hub South West delivered projects during the last 12 months with a total value of £38m, bringing the total value of projects delivered to £545m. Our relentless focus on building effective strategic partnerships with our Participants is reflected in the breadth of our portfolio, which now extends to Education, Healthcare, Early Years, Leisure, Office Space and, most recently, Housing.

An increasingly important feature of our client engagement over the past 12 months is the way the hub team can respond and tailor solutions to specific requirements, often leveraging our extensive experience of project and programme management to early-stage planning and design.

I have been hugely impressed with the support for hub South West across Ayrshire, Lanarkshire and Dumfries and Galloway and I would like to thank our stakeholders for their proactive engagement. We remain committed to building and nurturing strategic relationships with our network of Participants.

Our business is much more than bricks and mortar. We are committed to adding economic

value, enhancing people's lives within our communities, and using our networks and supply chain to provide opportunities for local businesses to participate in our delivery programme. During the 2020/21 period, contracts awarded to local businesses within the territory increased by a further 22% to £249m and will remain a key priority going forward.

One of the highlights of the year was the development of the Build Ayrshire SME programme following the successful rollout of the Build Lanarkshire SME programme. Notwithstanding the challenges of Covid, we continued to host CPD events on climate change and carbon reduction.

I would also like to pay tribute to the team at hub South West for the way they have successfully negotiated their way around the impacts of the pandemic. The Board thanks CEO Michael McBrearty and his team for their outstanding commitment and resilience.

With our forward pipeline of new business currently sitting at a record £289M, I am optimistic that hub South West is ideally placed to continue to extend its reach across Ayrshire, Lanarkshire and Dumfries and Galloway.

The hubCo model remains an ideal strategic fit within public sector infrastructure, and I look forward to supporting the executive team to maximise opportunities as we recover from the effects of the pandemic over the next 12 months.



Dr. Willie Mackie
Chairman

hub South West Scotland Ltd

Resilience, recovery and partnership have been at the core of hub South West during 2020/21. Amid the pandemic, I am very proud of its ability to continue to support our Participants in the delivery of £38m of projects and the maintenance of the development and delivery of true social value.

Working practices may have changed, but the pandemic has demonstrated the strength of our partnerships and commitment of our supply chain to hub South West and our Participants. Using imagination, we have managed to maintain business as usual by adopting and harnessing virtual and digital processes to engage with stakeholders, develop co-ordinated designs and execute contracts for complex multi-million-pound public infrastructure projects.

Our Participants rely on us to deliver this essential infrastructure and I cannot complement our supply chain enough for the way they have created and maintained safe places of work to ensure we could support the provision of homes, schools and early-years facilities this year.



Never has the creation of tangible Social Value been so important. Our economic development team hasn't seen Covid as a challenge, but an opportunity. It has developed virtual platforms and programmes for Meet the Buyer events, Supplier Showcases and our innovative hub Club. This has resulted in even further growth in job creation, training programmes and opportunities for SMEs. We have also adopted and rolled out the Social Value Portal platform to all new projects, a vital and welcome tool translating the outcomes into value.

We have continued to evolve. Our processes and deliverables are consistently being challenged to ensure we are in front of innovation, particularly in



Zero Carbon, sustainability and digital delivery.

We welcomed our new Chairman, Dr Willie Mackie, who is working with the Board on existing and new relationships with our Participants and stakeholders and maintaining successful alignment with public sector need.

Last year saw BAM and Robertson join our stable of Tier 1 contractors and increased our resilience and capacity to respond to our pipeline. We sadly saw Gordon Hunter retire this year after seven years of service during which he brought true innovation to our social value offering and extended the reach of our Supply Chain Institute to SMEs in our territory. Mark Houston now joins the team to resume the role of Supply Chain Development Manager.

The last 12 months have seen us hand over 17 projects and multiple phases of two significant housing projects for South Lanarkshire and North Ayrshire Councils, a huge testament to our supply chain's capability, perseverance and commitment throughout Covid.

The next 12 months will likely continue to be turbulent for our Participants and partners as we recover from the Pandemic. The hub model has never been so relevant in offering stability, confidence in deliverability and true focus on ensuring that public investment has a far-reaching social value. I look forward to continuing to support our Participants in developing and delivering a roster of important projects and continuing to be the Development Partner of Choice for our clients.



Michael McBrearty
Chief Executive

hub South West Scotland Ltd



East Whitlawburn
South Lanarkshire Council

Throughout the challenging year of 2020/21, each of the 25 projects which hub South West has handed over has enjoyed a consistent and coherent management process which enveloped project delivery and drove quality and programme management for our Participants.

Despite the issues arising from Covid, hub South West has worked closely with the Scottish Futures Trust, led by hub Programme Director David MacDonald, in order to liaise with our supply chain partner and Participants to ensure a safe route back to reopening our sites and maintaining safe places of work for our valued workforce.

Our supply chain's reaction to Covid has been exemplary and its ability to adapt working practices, site set-ups and programmes and phasing to align with Covid guidance has been best in class. It is a timely reminder not only of our supply chain's resilience but its professionalism and commitment to quality, H&S and innovation in delivery.

Our ever-widening delivery footprint has permitted hub South West, in collaboration with the Scottish Futures Trust, to develop its own dedicated construction forum with our Supply Chain and Design Teams, which is supporting continuous improvement in quality, H&S, design and digital delivery. It uniquely harnesses the innovation and lessons learned that can only be gained from partners committed, not to a framework, but to a programme of work and relationship.

Quality is always at the top of hub South West's agenda and this year we drove even deeper into our Quality Initiative.

Our work with Participants, the Scottish Futures Trust, supply chain and consultants has allowed us to develop a comprehensive approach to quality management, which monitors quality from early development through to site completion.

It brings an even greater interrogation of the quality and maturity of design and programme through development, monitoring and validation of any design gaps as the project information reaches the production stage on site. Additional monitoring and checking on site with the appointment of independent testers across projects is providing further confidence in improving the quality of hub South West projects.



Investing in Education

Ayr Grammar

In January 2021 hub South West successfully handed over the £16.2 million Ayr Grammar project to South Ayrshire Council, with the partnership utilising its extensive knowledge of refurbishment and remodelling, and applying it to one of the most historical settings in Ayrshire education.

Developed on the site of the former Ayr Academy on Fort Street, the restoration and modernisation of this site sympathetically breathes new life into a much-admired piece of heritage in the area. The new development provides a new state-of-the-art facility which houses the new Ayr Grammar Primary School, early years provision, community facilities and a new archive facility with a fine art store and registration space.

The relocation of the primary school followed the move of Ayr Academy to a new state-of-the-art campus in the town's Craigie Estate which hub South West delivered on behalf of South Ayrshire Council in August 2017.

Working with Morrison Construction and architects BDP, through a detailed consultation process and a strategy of repair, fabric enhancement and contemporary interventions, the building has become a facility which is eminently suitable for 21st century learning, demonstrating that re-use and remodelling can provide outcomes as successful as new build.

"The main initiative is the new Ayr Grammar, but this is very much a community project and the archives ensure that the wider public can make the most of visiting the revitalised iconic building too."

"Bringing the Ayrshire Archives Centre into the heart of Ayr makes a lot of sense. We want more people to have access to Ayrshire's rich and colourful history and it means also that important artworks can be viewed more easily."

Councillor Peter Henderson

Resources and Performance lead at South Ayrshire Council.



Ayr Grammar
South Ayrshire Council



Award success for Cumbernauld Academy & Community Theatre

In December 2020 the £34.5 million Cumbernauld Academy & Community Theatre Campus was awarded Best Education & Higher Education Project at the international Partnership Awards held in London.

Delivered on behalf of North Lanarkshire Council with Morrison Construction, the new campus is the first of its kind in Scotland and provides students, staff and visitors numerous opportunities for community-wide learning, play and socialising with a creative industry influence.

“Congratulations to all involved in this project and on winning this prestigious national award. The campus is tremendous, and I know how proud the school community is of its stunning new home.”

Frank McNally

North Lanarkshire Council's Convener of Education and Families



Early Years

The hub has become a significant provider of Early Learning Centres and 2020/21 saw us deliver 12 new facilities, with another two under way.

In its 2020-21 Programme for Government, the Scottish Government re-confirmed the commitment to deliver increased early learning and childcare and set a new target date for the expansion of childcare to 1,140 hours for all three- and four-year-olds, as well as vulnerable two-year-olds, across all local authorities by the end of 2020.

Following the development and delivery of the pathfinder project in collaboration with Scottish Futures Trust and East Ayrshire Council, hub South West built on this learning with South Lanarkshire Council and North Lanarkshire Council to deliver innovative, state-of-the-art nursery learning facilities.

With the 1,140 hours provision making nursery facilities a priority element of public infrastructure, we were delighted to deliver these projects to the highest quality standards.

Housing

As part of the expansion of our delivery footprint, hub South West has successfully moved into the provision of high-quality homes, particularly in the vital social housing sector, in which the Scottish Government plans to create significant numbers of affordable homes.

Over the course of the year, 200 homes have now been delivered by hub South West across the territory, with a further 540 in construction. Our dedicated supply chain has worked with us to harmonise the delivery of these homes and communities, with the rigour of the hub South West delivery process ensuring H&S, quality



and programme are prioritised and the homes are delivered to the highest standards.



Kilmaurs Early Learning Centre
East Ayrshire Council

It is fair to say that none of us could have predicted or anticipated the events of the last year or so, and its impact on so much of our day to day lives and work.

So much of how and where we worked will have changed in recent times as a consequence of the pandemic with, alas, the significant loss of life an all too real consequence.

Against that backdrop it may seem, perhaps, superfluous to provide commentary; yet, reassuringly, progress and projects go on.

All parties, including hub South West, its Participants, contractors and consultants, have worked together to resolve the challenges of project development and delivery against the backdrop of Covid-19 and in the main progress, to a high standard, has been sustained.

This has presented some difficulties at times, but all are to be commended for both their commitment and their partnership approach in seeking consistently to resolve problems and uncover solutions. The year reviewed in this report has been excellent in terms of delivery by hub South West.

Yet again, the variety of projects handed over by the partnership is encouraging, with Housing and Education currently dominating the development pipeline. This is a further testament to the diversity both of the partnership and the hub South West team.



Lockhart Campus
North Ayrshire Council

Relationships with the Participants have again been reinforced and nurtured throughout the reporting period, especially in an environment of challenging operating circumstances for all concerned.

As Chair of the Territory Partnering Board (TPB), it is encouraging to engage with fellow Participants, at TPB meetings where we can all garner a greater understanding of what the partnership has to offer while being mindful of its ongoing success.

I would like to thank those who, through their continued attendance and contribution, have supported the development of the hub model since its inception. The TPB meetings are an opportunity for us all to learn from our experiences, share ideas and influence the model to meet our own specific challenges.

As in previous years the consistent performance of hub South West and its supply chain in delivering quality projects to participants has been a notable highlight. Tribute should also be paid yet again to the participants and their profound understanding of the development process, specification requirements and the form of contracts utilised.

This, without doubt, has contributed to the successful delivery of a wide range of new, high-quality community facilities.

Highlights of the year have included the handover of Ayr Grammar in December 2020 and a South Lanarkshire Early Years Programme over 3 sites in October 2020, adding to a total of £545M of projects successfully delivered to date.

With a focus in recent years on customising the hub model to expand hub South West's reach into new sectors, these state-of-the-art facilities confirm the partnership's outstanding track record of delivering high-value educational projects, each of which will positively shape



The Bridge
Dumfries & Galloway Council



Queen Margaret Academy
South Ayrshire Council

learning environments for the next generation.

As well as its portfolio of community facilities, hub South West continues to deliver an impressive programme of economic development opportunities for communities and businesses which acknowledge a shift to community wealth building, a fundamental element of the outcome of all completed projects.

Its bespoke events, notably the hub Club and the consistently successful Building for Growth programme, hub South West's activities continue to benefit and motivate the territory's SMEs to involve themselves with our organisation.

This, in turn creates an ambitious, skilled and diverse supply chain that feeds back into the success of a range of projects, all of which play into our community wealth building agenda.

Whilst projects are still being delivered and outcomes remain positive, there remains great positivity and a belief that there will be a return soon to a degree of normality in the near future.

This, I am sure, will permit project delivery to return to a form of pre-Covid "business as usual", which will continue to build upon the hard work of the partnership thus far.

I look forward, with huge optimism, to hub South West continuing to build upon the success it has achieved so far, in future years.



Donald Gillies
Chair of Territory Partnering
Board

Northwest Campus
Dumfries & Galloway Council

Our Community

Throughout the trying 2020/21 period, continued and effective communication with our wider supplier network and our local communities had never been so important. With many companies unsure about the long-term implications of the pandemic, it was key for hub South West to maintain an ongoing dialogue and programme of events that would provide a forum for SME's to exchange and express concerns, ideas and knowledge so they could continue to progress their businesses even under the difficult circumstances. For many, the last 12 months presented a vast range of challenges but also an opportunity to hit pause on current practices and take some time to review their operations and really assess how they could advance once normality resumed.

All of hub south West's signature initiatives have moved to a virtual platform and over the last year have successfully run 4 online business development programmes for SME's across the South West, continuing the successful Building for Growth Programme, Build Lanarkshire Programme and even launching a brand new business development initiative, Build Ayrshire. The monthly hub South West 'hub Club' also continued online with topics and speakers tailored to common issues our supplier network were facing due to Covid-19.

We felt so lucky throughout the year to be able to continue to provide support to our supplier network and communities, and this was thanks to the assistance our Tier-1 contractors and consultants who provided input for these programmes.



34
SME's have completed Build Lanarkshire

101
SME's have graduated from the Building for Growth Programme

17
bespoke business development initiatives ran across the territory to date

144
SME's across South West Scotland have completed hub South West development programmes

Building for Growth 2020

Our 2020 Building for Growth Programme was the first fully virtual business development programme hub South West ran throughout the reporting period. After 8 weeks of expert led workshops, Leanne Hannah, a qualified engineer whose business ARMILA Sustainability Services specialises in sustainable development, was announced as the winner.

"I am delighted to have participated in the Building for Growth programme. It has been invaluable to me and I gained much more from it than I had expected. The support both I and all the other participants received from the hub South West team, the access to resources and the exposure to the hub partners helped greatly in building our confidence and supporting our long-term business growth strategies. I highly recommend it to others."



Leanne Hannah
Founder & Managing Director, Armilla Sustainability Services



Build Lanarkshire

In December 2020, hub South West concluded our 4th Build Lanarkshire programme, with Lorraine Hamilton of Cairn Ecology being announced as the winner at the final event.

"I really enjoyed the Build Lanarkshire programme and while I expected it would afford new networking opportunities, I was delighted by the tangible skills and insights that were made available to me, not only from the very knowledgeable facilitators of each of the learning sessions, but also by my fellow participants and contributing Tier 1 contractors."

"I wholeheartedly support the Build Lanarkshire approach and urge all business owners in the region who operate in the construction sector to make participation in the next programme a must-do."



Lorraine Hamilton
Director/ Principal Ecologist
Cairn Ecology

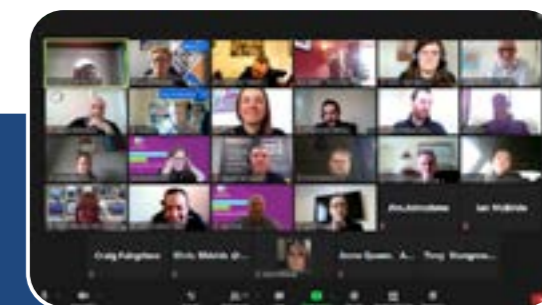


hub Club continues on-line



The robustness of the hub Club initiative has been demonstrated by its ability to adapt throughout the year, with participation in well-attended live events and successful Zoom-based online get-togethers which regularly attracted more than 60 delegates from companies in construction and related sectors.

The monthly hub Club meetings featured workshops on relevant construction issues and business learning briefings, hub and Tier 1



Contractor news and updates on hub South West's current and future project pipeline from development managers.

As well as three-minute elevator-style pitches from hub Club members and interacting with fellow attendees, each meeting also gives members the opportunity to build their network of contacts, promote their businesses and get a better understanding of what hub South West do and the value we offer.

9

SME's completed the first Build Ayrshire Programme



Build Ayrshire

In January 2021 we launched Build Ayrshire, our first business development programme specific to Ayrshire. Running for 8 weeks facilitators and topics covered included Bidding Successfully, with Paul Johnstone of 4S Bid Ltd, Corporate Social Responsibility, with Gwen Blair of Kier Construction, Opportunities with the Ayrshire Growth Deal and Community Wealth Building, with Allison Craig of Ayrshire Growth Deal and An Introduction to Ayrshire Chamber of Commerce, with Helen McBride from Ayrshire Chamber.

The winner of the first Build Ayrshire programme was Kilmarnock-based Aynam Energy, a trusted independent energy and sustainability consultancy providing low-carbon, cost-effective solutions for the built environment.

"We are all absolutely delighted that Aynam Energy is the hub South West Build Ayrshire

2021 champion after going through a gruelling eight-week programme.

"Our team is really proud of the efforts of Mominah Waseem, one of our engineers, who attended most of the sessions and helped deliver our presentation showcasing our vision, skills and capabilities as a growing sustainability and energy consultancy.

"I would also like to offer special thanks to hub South West for running the programme so well and supporting all the participants. I look forward to recommending this event to other Ayrshire-based companies."

Affan Waseem
Director at Aynam Energy



Welcome to the team

In January 2021 we welcomed new Supply Chain development Manager Mark Houston, a highly experienced SME business adviser who joined hub South West from North Lanarkshire Council, and has spent his career working alongside members of the west of Scotland SME business community.

"I joined hub South West at the start of 2021, and I am enjoying my new role. Over the years I have built up a wide network of business contacts, both in the private sector and elsewhere. I love matching people up and helping their businesses develop and grow."

"I had a unique insight into hub South West's approach from being involved on behalf of North Lanarkshire council in its Build Lanarkshire programmes and am now heavily involved across all of hub South West's business development initiatives."

"Each hub South West programme is aimed at helping get local companies to a position where they are capable of winning work on major projects from Tier 1 contractors as part of their supply chain."

"It is my firm belief that the Tier 1 contractors, for all their expertise, are only as good as their supply chains and we want the supply chain partners in our territory to be amongst the best in Scotland."



Mark Houston
Supply Chain Development Manager
hub South West

Christmas initiative raises £8,400 in donations

At the end of 2020 hub South West co-ordinated fundraising across its stakeholder community in order to donate substantial monies to the Trussell Trust, which helps bring much-needed aid and support to disadvantaged households in its south-west Scotland territory.

The Trussell Trust supports a nationwide network of 1,200 food banks and provides a minimum of three days' nutritionally balanced emergency food to people who have been referred in crisis, as well as support to help people resolve the crises they face. In addition, it campaigns for change to end the necessity for food banks in the UK.

Between April 2019 and March 2020, its food banks network provided a record 1.9 million food supplies to people in crisis, an 18%

increase on the previous year.



"We would like to thank hub South West and all its partners who have provided this amazing support."

"We have seen a huge increase in the need for food banks over the last few months, and research suggests an additional 670,000 people will be destitute in coming months, meaning they cannot afford essentials like housing, energy and food."

"That is why this kind of fundraising means so much to us. It is thanks to the kindness of people such as those at hub South West that our foodbanks are enabled to provide the emergency services so desperately needed day after day. It is so wonderful to have this generous support."

The Trussell Trust

Supply Chain Refresh

In order to respond to our ever expanding and varying pipeline of projects, in April 2020 hub South West undertook a supply chain refresh which saw BAM construct UK and Robertson Construction welcomed to the fold of Tier 1 contractors.

Through our supply chain refresh, our aim is was to secure partners whose values align closely with hub South West and with the needs of our participants. As we look forward, we will look to harness the opportunities developing high quality social infrastructure provides to uniquely secure real social impact and value for money through procurement, locality of supply chain and driving sustainability through our development and delivery.

hub South Wests' ability to deliver these objectives is best served we believe, by working in partnership with the highest quality contracting business in the country. We are delighted, therefore, to have renewed our relationships with Morrison, Morgan Sindall and Keir and to celebrate our new partnership with BAM Construct UK and Robertson Construction.

Our newest partners bring to the table their rich experience in the education, leisure, and healthcare sectors. Our shared values mean that each is aligned with our needs and reflect our ambition to deliver sustainable, high-quality infrastructure for our communities. We look forward to working with them.

Tier 1A Contractors



177

Companies involved with local training & employment initiatives

634

training events delivered

Prestwick Main Street
South Ayrshire Council

Enhancing our social impact

Tailoring our community benefits approach to the communities with whom we work has always been an integral part of the hub South West offer.

To enhance this approach, we have worked closely with infrastructure experts, the Scottish Futures Trust (SFT), to evaluate our community benefits practice and as a result have now adopted the Social Value Portal model across all our projects.

The SFT/Social Value Portal model has been developed to maximise the social value in communities in which we are delivering projects thereby meeting the specific needs of localities or groups of people. This results in the creation of real and relevant social value.



“With an already strong reputation within the hub Programme for delivering community benefits, we’ve been delighted to see the hub South West (hSW) team adopting the social value model with such enthusiasm.

The model provides a framework which enables discussions with all participants associated with Scottish Government’s priorities of inclusive economic growth and place.

Importantly, hSW can now deliver even more relevant benefit to the communities across the South West Territory.”

Steven Whitton

Associate Director
Scottish Futures Trust

Bespoke targets for each hub South West Project

Local Social Value focus

Better identify the benefits created by individual projects

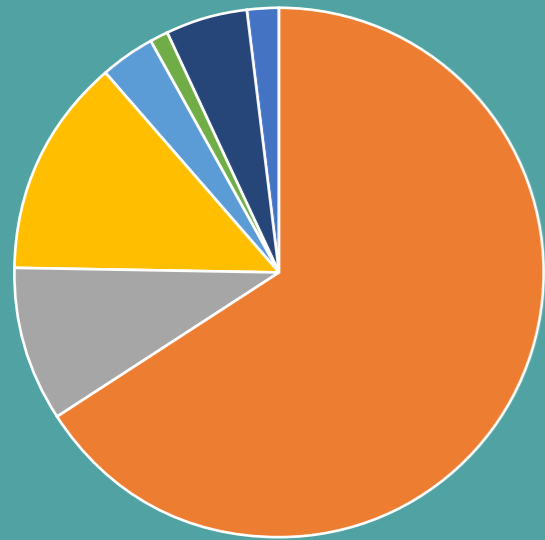
Enable benchmarking against comparable projects across the UK

Captures and reports social value data in a more efficient, flexible and communicable manner



Marr Pitches
South Ayrshire Council

Since inception, hub South West has now successfully completed contracts to a value of **£545m**. Diversity in both scale and sector has become synonymous with the hub South West development pipeline, and 2020 to 2021 has been no different. We successfully reached financial close on over £53M projects across early years, primary and secondary education and commenced development on a further £77m of education, leisure and housing projects, all being closed and developed in a manner supportive of delivering inclusive economic growth and building resilient and sustainable places in our territory. The business continues to expand, as does our aptitude to tailor our approach through experience and lessons learned. hub South West has a well developed and resilient supply chain and with £286m of projects currently in development stages, we look forward to seeing how we continue to progress.



Early Years	£24M	2%
Education	£695M	66%
Healthcare	£136M	9%
Housing	£186M	13%
Leisure	£52M	4%
Office	£1M	1%
Other	£21M	5%

Raising Standards in Education

Education Projects now successfully delivered to the value of

£443M

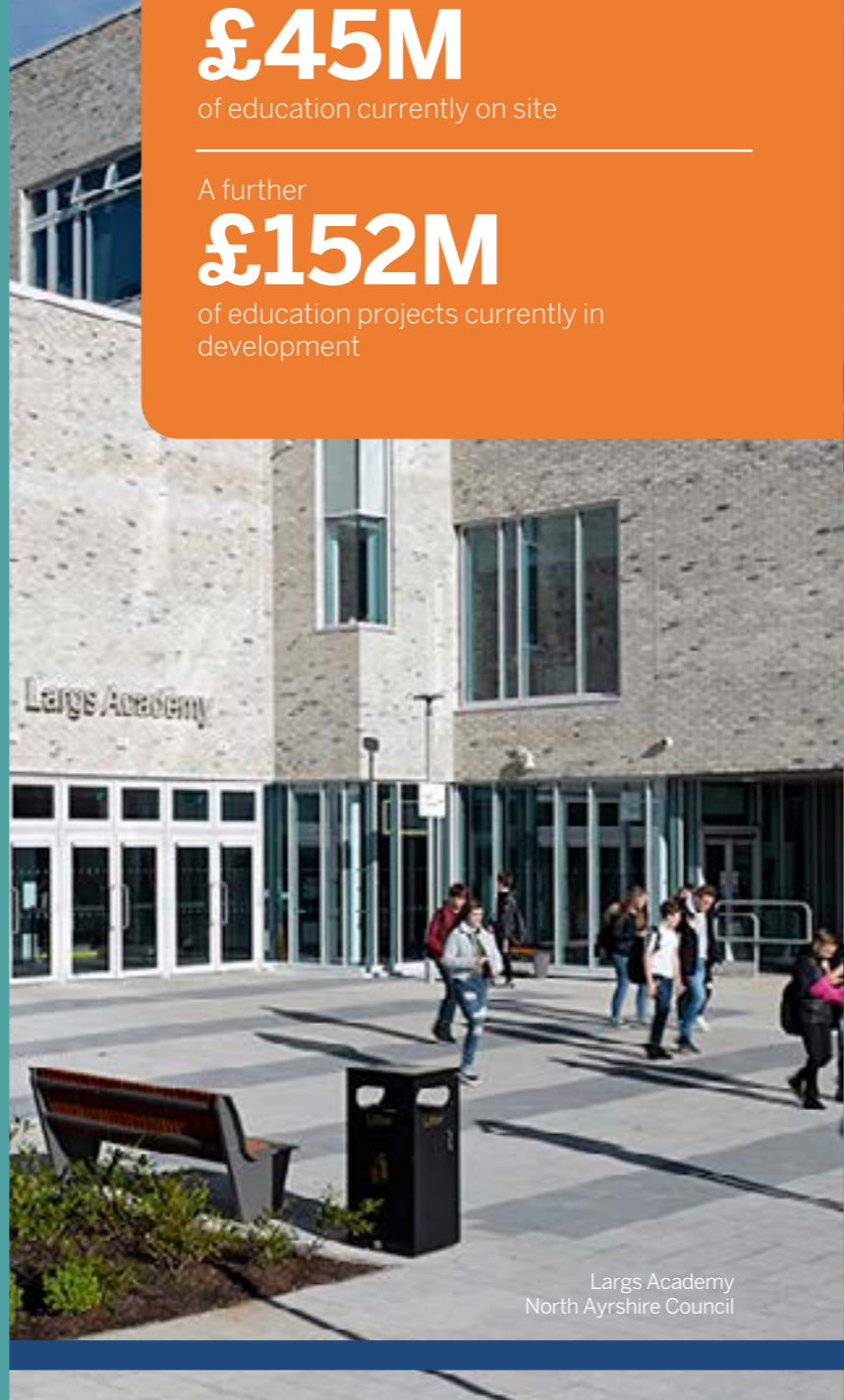
£45M

of education currently on site

A further

£152M

of education projects currently in development



Largs Academy
North Ayrshire Council



Kirkstyle Early Years Centre
South Lanarkshire Council



Netherthird Early Years Centre
East Ayrshire Council

9
Early Years Facilities completed in North Lanarkshire

3
Early Years Facilities completed in South Lanarkshire

Netherthird Early Years Centre
East Ayrshire Council

3
Early Years Facilities now open in East Ayrshire

Early Years

15 Early Years facilities successfully handed over

£16M
of Early Years facilities delivered across the territory

£8M
of Early Years projects currently on site

Community & Leisure

£11M

of Leisure facilities handed over

£4M

of Community & Leisure projects currently on site

£36M

of Community & Leisure projects in development



Ayr Leisure Centre
South Ayrshire Council



Quarry Road
North Ayrshire Council

Trindlemoss Centre
North Ayrshire Council

Housing

Have now handed over

£11M

of Housing projects

Housing Developments currently on site to the value of

£112M

A further

£72M

of housing currently in development



Highstone Hall
South Lanarkshire Council



Flatt Road
North Ayrshire Council



East Whitlawburn
South Lanarkshire Council

Office Development

£10M

of Office space delivered across the territory



Muirfield Centre
North Lanarkshire Council



Kirkmuirhill Early Years Centre
South Lanarkshire Council



Hunter Health Centre
NHS Lanarkshire



Healthcare

Healthcare projects successfully handed over to the value of

£54M

A further

£32M

of Healthcare projects currently in development



Kilsyth Community Health Centre
NHS Lanarkshire

Strategic Support

Strategic Support is a range of additional services that can be provided by hub South West to assist Participants to complete Service Planning and Estate Strategies

This is an agile, dynamic and best value way of supporting Participants through new project development and has often resulted in the genesis of further projects for hub South West.

First step in a project's lifecycle through hub

High translation rate from Strategic Support into new Projects

Range of services provided which can provide early studies into project feasibility / viability

Continued and diverse uses supporting the inception of projects

Creating business cases for new infrastructure, developing commercial and technical basis for Authority decisions

Technical appraisal of sites and opportunities

Clinical reviews, the redesign of service delivery to inform infrastructure needs



Trindlemoss Centre
North Ayrshire Council

William McIlvanney Campus
East Ayrshire Council



Queen Margaret Academy
South Ayrshire Council

It is clear that net zero carbon and inclusive economic growth are two key priorities that must lie at the heart of the planning and development of future infrastructure. Outcomes cannot simply be assessed on time and budget metrics, but must be based on legacy and ongoing performance as assets.

The work of hub South West in the past nine years has demonstrated how well-managed infrastructure investment plays a vital role not just in the delivery of effective and improved public services in our territory but also in the local economy, creating resilience, capacity, opportunity and jobs. hub South West is, and continues to be, well positioned to ensure this purpose and outcome of infrastructure investment.

Covid has affected people, places and projects and it is important that, in the haste to get back to normal, we don't forget about the positive impact and societal legacy of well-developed infrastructure.



Netherthird Early Years Centre
East Ayrshire Council

The hub South West model ensures we maintain the focus that is needed in the wake of Covid, responding to the acute need to develop SMEs, apprenticeships and skills where projects are being built.

The model aligns with, and complements, the Community Wealth building initiatives being pursued by our Participants and provides the resource and expertise to provide a coherent platform to create tangible social value. Our continued pursuit of a place-based approach maximises use of local resources and businesses and understands local needs.



Main Street Prestwick
South Ayrshire Council



Cumbernauld Academy
North Lanarkshire Council

In the drive to net zero, we have pursued carbon reduction in both the delivery and operation of our projects. Embracing early design interventions to drive greater focus on energy efficiency is becoming part of the DNA of the hub process.

Indeed, we have proved decarbonisation is not

always about new build, but refurbishment, adaptation, upgrading or remodelling. Uniquely, we blend this approach with our social value imperatives and examine local resources to drive a holistic sustainability model which reduces embodied carbon in construction while also promoting greater use of local businesses.

Increased efforts to promote joint service working will be a key focus of future developments, driving efficiency and greater inter-service working partnerships. Participants with common interests will always figure strongly in the hub model and our TPB presents a platform to support service planning, identify synergies and create Participant opportunities.

Our diverse supply chain continues to be well invested in hub South West. Our supply chain's skills, expertise and scale will continue to provide our Participants with access to the best partners in Scotland complimenting the ever-increasing range of our projects.

We understand the challenges and needs of future infrastructure but remain confident that the hub South West model is more relevant than ever as we aim for an inclusive net zero carbon economy.



Lockhart Campus
North Ayrshire Council

hub South West Scotland Limited Group

The following information is extracted from the Annual Report and Consolidated Financial Statements for the year ended **31 December 2020**. The Group financial statements consolidate the financial statements of hub South West Scotland Limited and its subsidiaries: Hub SW NHSL Holdco Limited and Hub SW NHSL Sub Hub Co Limited.

The Group generated a profit after tax of £38k (2019: £489k, 2018: £233k, 2017: £350k, 2016: £813k).

The Directors recommend that no dividend is declared.

The Directors are satisfied with the financial position and outlook for the Group.

Profit and Loss Account	2020	2019
	hub South West Scotland Limited Group	hub South West Scotland Limited Group
Turnover	88,879,895	51,397,740
Cost of Sales	(88,272,357)	(50,847,723)
Gross Profit	607,538	550,017
Admin Expenses	(458,904)	(510,345)
Net Interest Receivable/(Payable)	527,725	517,358
Profit Before Tax	676,359	557,030
Taxation	(638,085)	(68,186)
Profit for the Year	38,274	488,844
Other Comprehensive Income for the Year		
Cash Flow Hedge	-	-
Total Comprehensive Income for the Year	38,274	488,844
Balance Sheet		
Total Assets	55,297,358	57,080,165
Current Liabilities	(19,278,433)	(20,505,552)
Total Assets less Current Liabilities	36,018,925	36,574,613
Long Term Liabilities	(33,327,371)	(34,561,504)
Provision for liabilities (Deferred Tax)	(5,248,978)	(4,608,807)
Net Assets/(Liabilities)	(2,557,424)	(2,595,698)

hub South West Scotland Limited Company

The following information is extracted from the Annual Report and Consolidated Financial Statements for the year ended **31 December 2020** and relates to hub South West Limited Company only. The Company set of figures have been added for increased visibility at hub South West Limited Company level and to better present the Company's position to its shareholders.

The Company (Hub South West Scotland Limited) generated a profit of £133k (2019: £31k, 2018: Loss £204k, 2017: Loss £98k, 2016: £223k).

The Directors recommend that no dividend is declared.

The Directors are satisfied with the financial position and outlook for the Company.

Profit and Loss Account	2020	2019
	hub South West Scotland Limited Company	hub South West Scotland Limited Company
Turnover	87,887,886	50,429,237
Cost of Sales	(87,310,209)	(49,918,520)
Gross Profit	577,677	510,717
Admin Expense	(446,696)	(497,355)
Net Interest Receivable/(Payable)	-	-
Profit before Tax	130,981	13,362
Taxation	2,206	17,557
Profit for the Year	133,187	30,919
Other Comprehensive Income for the Year		
Cash Flow Hedge	-	-
Total Comprehensive Income for the Year	133,187	30,919
Balance Sheet		
Total Assets	18,162,831	19,091,325
Current Liabilities	(16,960,915)	(18,224,544)
Total Assets less Current Liabilities	1,201,916	866,781
Long Term Liabilities	(1,137,414)	(935,467)
Net Assets/(Liabilities)	64,502	(68,686)



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