

GLASGOW CITY REGION CITY DEAL

Annual Implementation Plan

April 2019 – March 2020



GLASGOW
CITY REGION
City Deal



INTRODUCTION

The Annual Implementation Plan covers the period April 2019 to March 2020.

This report is a requirement of the Assurance Framework and provides a statement of our intentions – setting out details of our planned activities for the coming year for Cabinet and our Funders.

The report touches on aspects of the delivery of Glasgow City Region Economic Strategy as well as the City Deal. Both are integral to our ambitious plans for inclusive economic growth and activities are often integrated and complementary.

Progress on the delivery of the actions set out in this Plan will be reviewed and updated on a quarterly basis.

Sighthill Bridge over the M8 – contract is due to be let in late 2019.



Sauchiehall Street – formal completion of the first Avenues project in summer 2019.



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City Deal funding is supporting the redevelopment of Motherwell Town Centre, with work to upgrade infrastructure around Motherwell train station.



Ocean Terminal, Greenock – Contract for the Marine Works, Terminal Building and Landside Works will be awarded in 2019.

OUTLOOK

Glasgow City Region, one of the largest regions in the UK, is Scotland's economic powerhouse. With a combined population of 1.8 million, it provides 33% of the nation's jobs and a base to 29% of Scotland's businesses.

Our ground breaking City Deal, the first in Scotland and one of the largest in the UK, provides over £1 billion funding from the UK and Scottish governments. This is set to transform the physical and social landscape – creating thousands of new jobs, homes, supporting business growth, improving transport connectivity and unlocking land in key sites for development.

Glasgow City Region's contribution to the Scottish economy is significant. Latest figures published in 2018, show that for 2017 the Region contributed £41,368 million in GVA, accounting for approximately 30% of all output for Scotland. Sectors that have experienced an increase in production in the short-term (three years) include; Professional, Scientific and Technical, Real Estate, Construction and Information and Communication. Productivity (measured as GVA per hour worked, 2017) was £29.3 which was below the Scottish average of £33.7 and included variation across the region. Overall, the city of Glasgow made the greatest contribution to regional economic output, accounting for 47% of Glasgow City Region's GVA.

The latest Scottish Government forecasts anticipate continued moderate growth for Scotland's economy in 2018, with ongoing uncertainty over the EU exit process as a key risk. Looking further ahead, regional GVA growth is estimated to average 1.7% each year between 2018 and 2028. This is in keeping with forecast growth for Scotland but is slightly lower than that of the UK. Private Service industries, accounting for 55% of the region's economy, are expected to drive growth over the forecast period and ensure the Region grows in line with the Scottish average.

The next twelve months will be a crucial time for the region.

Further tangible progress in the delivery of projects is anticipated including completion of works at Sauchiehall Street, the pilot for the Avenues project; construction will start on the Glasgow Airport Investment Area and Greenlaw Business Centre in East Renfrewshire will open. At Sighthill, the new park will be completed, work will begin on the new iconic bridge over the M8 and private sector housebuilding will begin – a result of the City Deal funding and a common theme across the region.

By far, our key area of focus in the year ahead will be the first Gateway Review and we will continue to work closely with colleagues in government to agree the final reporting requirements for December 2019.

In 2019 we will bring forward an updated City Deal Programme Business Case and Assurance Framework and carry out a self-instigated internal Programme review (using Office of Government Commerce Gateway Best Practice Guidance).

We will also revisit the Regional Economic Strategy, creating an updated action plan and set of priorities which are informed and guided by extensive work carried out over 2018 and 2019, in the form of a Regional Strategic Assessment (RSA). The RSA provides a detailed analysis of the Region's collective and individual Member Authority' economic performance. And in late 2019 the Commission on Economic Growth will present the Futures Report, a body of research which will complement the RSA and set out the region's future challenges and opportunities.

We are confident that this self-reflection and evidenced approach will provide a solid platform for the first Gateway and strong foundations for the next phase of the City Deal delivery and beyond.



1. GLASGOW CITY DEAL PROGRAMME

1.1 Summary of Programme

The Glasgow City Region City Deal was the first City Deal in Scotland and remains one of the largest in the UK. Funding of £1.13 billion will deliver 21 infrastructure projects including new roads, bridges and improved transport infrastructure across the region as well as further construction, remediation and public realm works. The majority of these projects are already underway, with some already completed. This investment will help unlock vacant sites in key locations, assisting further housing, retail and commercial development. In fact, the City Deal is anticipated to lever in an estimated £3.3 billion of private sector investment over 20 years.

Our three Innovation and Business Growth projects have been completed, supporting the growth of small and medium sized businesses and enhancing the Life Sciences' sector. Over its lifetime the City Deal is expected to create thousands of new jobs and help many unemployed people back into work. Local employment challenges have been supported through three labour market projects, all of which are completed and which provided targeted support to 16-24 year olds, to vulnerable residents, and to the Care sector.

1.2 Programme Governance and Scrutiny

In 2014, the eight Glasgow City Region Councils agreed to establish a Joint Committee to govern the City Deal and determine the strategic economic development priorities for Glasgow City Region. The lead body of the Joint Committee is Glasgow City Region Cabinet (CAB) which is made up of the Leaders of the participating authorities.

The Programme Management Office (PMO) acts as a secretariat for the Cabinet and is the central point for appraisal and monitoring of all aspects of City Deal. The Cabinet is supported by a Chief Executives' Group (CEG), which oversees the management of the PMO in its delivery of the operational functions of the Cabinet. The Chief Executives' Group proposes a programme of works and where required provides recommendations. The Cabinet takes advice from the Commission on Economic Growth (The Commission) and the Economic Leadership Board.

The Chief Executives' Group is also supported by a number of sub-groups, comprised of officers from the participating councils. To further the existing collaboration between the eight local authorities, a distributive leadership model was agreed in June 2016, based around eight portfolios focused upon driving wider economic growth. Consultation continues to take place with the Glasgow City Region Programme Liaison Group, which has representatives from both the UK and Scottish Governments. Governance arrangements align to the Assurance Framework and the Programme Business Case. The City Deal is supported by a programme of internal and external audits and continues to participate in the Scottish Parliamentary Inquiry into City Deals.

1.3 Strategic Objectives

Over its 20 year lifetime, it is estimated that the City Deal will:

- Deliver **£2.2 billion in additional GVA per annum (a 4% uplift)** across the City Region.
- Support an additional overall increase of around **29,000 jobs** in the City Region.
- Create **15,000 construction jobs** through the ten year City Deal construction programme.
- Work with **19,000 unemployed residents** and support over **5,500 back** into sustained employment.
- Lever in an estimated **£3.3 billion of private sector investment** to support the delivery of the projects within the infrastructure programme.
- **Spread the benefits of economic growth** across Glasgow and Clyde Valley, ensuring deprived areas benefit from this growth.

2. INFRASTRUCTURE PROGRAMME

APPROVED

2.1 EAST RENFREWSHIRE

Budget: £44 million

M77 STRATEGIC CORRIDOR

The programme will stimulate economic growth in East Renfrewshire - improving transport links, increasing leisure opportunities, supporting business development and accelerating unlocking residential land releases.

Levern Works Regeneration: this project in Barrhead was completed in 2016. It prepared vacant land for business growth and commercial investment and included the construction of ten commercial units. A planning application has been submitted to construct a major retail discount park on 7.63 acres of the formerly vacant site. It is expected that this project will boost economic growth and provide substantial local job opportunities. A planning decision is expected in autumn 2019.

Greenlaw Business Centre: providing quality office space to boost business growth. Construction of this Newton Mearns development was completed in spring 2019 and the building is expected to be operational by summer 2019. The facility will enable the Council to increase its support for small businesses by meeting a growing demand for quality office space in the area.

Balgraystone Road Improvement: accelerating residential development in Barrhead by enabling access and utility services to new housing developments and improving accessibility to the nearby Country Park and planned rail station. Construction is expected to start in June 2019 and be completed by December 2019.

Aurs Road Improvement: improving local connections between Newton Mearns and Barrhead and enabling visitor facilities at the Country Park. This project will enable a potential bus route between communities by replacing a weak bridge and realigning of the road. Connections for walking and cycling will be improved and it will facilitate a continuous 4 kilometres walking and cycling circuit around Balgray reservoir through the addition of a boardwalk that will connect to existing paths. Construction is expected to commence in late 2019/early 2020 with completion in 2021.

Country Park Visitor Facilities: creating a regional visitor attraction at Dams to Darnley Country Park. Enhancements will include a visitor centre and water sports facilities, creating much needed visitor amenities. It is anticipated that complementary commercial opportunities will also be developed within the park. Project in development with timescales to be confirmed.

New Rail Station at Barrhead South: improving access to jobs and services for the existing community and the new residents from the planned housing developments. The station will offer excellent commuter links and provide a direct public transport link to the Country Park. A revised Scottish Transport Appraisal Guidance (STAG) has been prepared and submitted and involved close working with Transport Scotland, SPT and Network Rail. A decision on the STAG is expected by mid-2019 and is required prior to moving into the Governance for Rail Investment Projects (GRIP) stage. Current estimates are for a construction start in 2021.

Newton Mearns to Barrhead new road connection: this project will identify a new route to connect Newton Mearns and Barrhead, making it easier to access the M77. Project in development with timescales are to be confirmed.

2.2 GLASGOW

Budget: £89.3 million

CANAL AND NORTH GATEWAY (CITY CENTRE AND NORTH)

The Canal and North gateway project will promote sustainable economic growth through generating the Canal and North Gateway as an new integrated mixed use area of the City.

Activities to be undertaken in the period are:

- Sighthill infrastructure works will continue
- Enabling work at 100 Acre Hill will continue
- Public realm work on North Canal Bank Street and landscape links will commence
- FBC for M8 bridge will be submitted
- FBC for Garscube Toll and Links works will be submitted
- FBC for NGIWMS: Cowlares Link will be submitted
- NGIWMS infrastructure works due to complete.

Budget: £115.5 million

CITY CENTRE ENABLING INFRASTRUCTURE PUBLIC REALM PROGRAMME (CITY CENTRE AND NORTH)

The public realm project will support Glasgow as Scotland's largest city by setting a new direction, concentrating in supporting and delivering opportunities through a quality external environment.

- Sauchiehall Street Avenue will complete
- Block A design team progressing with The Underline, Argyle Street West, Sauchiehall Street Precinct, Argyle Street East and St Enoch St/Dixon Street
- FBC for Block A: The Underline (St Georges Cross Cambridge Street - Sauchiehall Street) will be submitted
- Design team for Block B appointed. Progressing with designs for Elmbank Street/Elmbank Crescent remainder of design for Glassford Street/Stockwell Street and Broomielaw/Clyde Street will follow.
- Block C design team to be appointed March 2020.

2.2 GLASGOW (continued)

Budget: £113.9 million

CLYDE WATERFRONT AND WEST END INNOVATION QUARTER

This project highlights the need for facilitating increased economic growth through the creation of an attractive urban quarter that supports high value business.

- CGAP: Govan Public Realm construction will complete
- Improving Connectivity between Glasgow University and Queen Elizabeth University Hospital: Detailed designs for the Govan - Partick bridge will be completed. Procurement phase progressing.
- Public engagement and detailed design for Byres Road Public Realm will be completed. Procurement phase progressing.
- CGAP: Development Deficit Funding – Commercial Floorspace 2 FBC will be submitted.
- Design and site investigation work will continue to progress for Access and Integrity of the Waterfront: Briggait/Lancefield Quay, Windmillcroft Quay and Tradeston.
- Close ongoing work with SEC for Developing the Economic Role of SEC/ Pacific Quay.

Budget: £27 million

COLLEGELANDS CALTON BARRAS

This is a project located near the east of the city centre designed to support growth and assist this area to reach its potential.

Activities to be undertaken in the period are:

- Meat Market site remediation will complete and work to roads and infrastructure will commence.
- High Street Station design work and stakeholder engagement will continue .
- Calton Barras Action Plan junction improvements work will commence.

Budget: £40.2 million

METROPOLITAN GLASGOW STRATEGIC DRAINAGE PARTNERSHIP

This project will increase economic growth by addressing drainage constraints and negate potential flooding issues and the consequential impact on businesses and residents.

Activities to be undertaken in the period are:

- Camlachie Burn SWMP due for completion
- Cardowan SWMP due for completion
- South East Glasgow SWMP, Garrowhill Baillieston SWMP, Drumchapel SWMP, Hillington and Cardonald SWMP (Phase 2 and 3) FBCs will be submitted;
- Detailed design being progressed on Cockenzie SWMP, Fullarton Ave SWMP and Eastern Springburn SWMP.

2.3 INVERCLYDE

Budget: £3.25 million

INVERKIP

Provision of a new signalised junction at Main street, Inverkip and signalised roundabout to access the former Inverkip Power Station site. The two roads infrastructure elements will unlock the development opportunity at the significant brown field site. Consultants have been appointed to progress the design and it is anticipated that road works will be complete by September 2020.

Budget: £9.47 million

INCHGREEN

Land remediation, access works and pier upgrading for a marine engineering site. It is anticipated that both the OBC and FBC will be completed during the course of 2019 - 2020, with a view to announcing works on site by early 2020.

Budget: £9.47 million

OCEAN TERMINAL

The project to significantly increase cruise passenger traffic to west/central Scotland comprises marine and landward works. The marine works, comprising of dredging and a floating pontoon, are expected to commence in the current financial year. The landward works include a terminal facility to allow up to 200,000 passengers to visit Greenock per annum. Complementary site use in terms of a gallery museum space and/or restaurant has been developed. Works on this section are due to commence in 2019 with both elements complete by autumn 2020.

2.4 NORTH LANARKSHIRE

Budget: £6.478 million

A8/M8 CORRIDOR ACCESS IMPROVEMENTS

Project delivers an increased infrastructure to stimulate investment in the Eurocentral, Maxim Park and Newhouse area.

An OBC for Eurocentral Infrastructure Projects was approved in June 2017 comprising of two sub projects; Holytown Link Road and Eurocentral Park and Ride. As part of the NLC Programme modification (see Pan Lanarkshire Orbital Transport Corridor on page 14), Holytown Link Road will now not be delivered as part of GCR City Deal. Project development and feasibility work is progressing on Eurocentral Park and Ride and a new OBC will be submitted during 2019 - 2020.

Orchard Farm roundabout sub project forms the remaining part of the overall A8/M8 Corridor Access Improvements. With a refocus and a reduced project budget, as part of the modification to the wider NLC infrastructure programme, it is intended that an OBC be submitted in Q1, 2020 - 2021. The Council is currently in discussions with key stakeholders regarding the scope of the scheme and timescales.

2.4 NORTH LANARKSHIRE (continued)

Budget: £189.5 million

PAN LANARKSHIRE ORBITAL TRANSPORT CORRIDOR

This project focuses on improving orbital and Pan Lanarkshire connections across the City Region aligning with and complementing other City Deal infrastructure proposals. Improving non radial linkages between urban centres, realises opportunities for commercial and residential development and critically unlocks the economic development potential of the national development site of Ravenscraig. Proposals also increase road capacity, encourage modal shift, improve public transport infrastructure and active travel connectivity.

A revised SBC was approved in December 2017 to allow for the integration of the Ravenscraig Access Infrastructure in the Project. In April 2019, the GCR Cabinet approved a modification to the NLC infrastructure programme comprising the movement of £6.1 million from the A8/M8 Corridor Access Improvements SBC and £60.1 million from the Gartcosh/Glenboig CGA SBC to the Pan Lanarkshire Orbital Transport Corridor SBC. The modification to NLC's current infrastructure programme, prioritises higher economic return on investment within the existing programme. The City Deal funded element of the proposal will remain at £172.4 million (£148.9 million in City Deal Grant (86%) and £23.5 million in NLC Contribution (14%)). However, NLC will contribute a further £29.7 million towards the Pan Lanarkshire Orbital project increasing the total investment across the three SBCs to £202.2 million.

The scope of the project includes: East Airdrie Link Road, Ravenscraig Infrastructure Access (incorporating M74/A723 Improvements) and the Motherwell Town Centre Transport Interchange scheme. Under the original SBC, £4.6 million was approved for project development activities and a further £4 million has been approved as part of the NLC programme modification.

An OBC for Motherwell Town Centre Transport Interchange was approved at the April 2018 Cabinet. An augmented OBC will be submitted for consideration by the Chief Executives Group in May 2019. An FBC for Muir Street improvements and active travel is planned for Q4 2019 - 2020. The Park and Ride element of the earlier OBC has been removed from the augmented OBC and is now being funded by SPT. This will be delivered in 2019 - 2020. Scotrail Alliance are committed to the redevelopment of Motherwell Station and it is intended that this will commence during Q 3 2019 - 2020. Following this investment, the Council will undertake the physical improvements to Muir Street and implement the active travel proposals from Q1 2020 - 2021.

An OBC for Ravenscraig Access Infrastructure (RIA) is programmed for Q1 2020 - 2021. East Airdrie Link Road is at an early stage and an OBC will be submitted in due course.

Budget: £6.223 million

GARTCOSH/GLENBOIG COMMUNITY GROWTH AREA

A growth project that will increase housing and business development through a new road infrastructure.

Glenboig Link Road sub project was completed in February 2019 (with the link road element being opened to the public in June 2018). An augmented FBC (OBC) was approved by Chief Executives Group on 28 March 2019.

The other sub projects of the Gartcosh/Glenboig Community Growth Area form part of the NLC Programme modification (see above) and will now not be delivered as part of the City Deal.

2.5 RENFREWSHIRE

Budget: £144.3 million
Renfrewshire Council
and Glasgow City Council

AIRPORT ACCESS (REGIONAL PROJECT)

Improved Surface Access to Glasgow Airport

Following the Executive Steering Group meeting on 30 January 2019, the February 2019 Glasgow City Region Cabinet agreed with the proposed recommendation that PRT should be further examined within a revised OBC.

The project team are currently developing the scope of work for the revised OBC.

The 2019/2020 milestones for the project are to progress the preparation of the new OBC, with a target date of December 2019.

Budget: £39.1 million

CLYDE WATERFRONT AND RENFREWSHIRE RIVERSIDE

New opening road bridge across the River Clyde, Renfrew North Development Road, with associated active travel infrastructure to better connect communities to facilities, including the Advanced Manufacturing Innovation District Scotland (AMIDS), and open up the Clyde Waterfront for development.

Planning consent was granted by Scottish Ministers on 16 November 2018. Following this, an 'Invitation to Participate' for the construction tender was issued on 7 December 2018. Five requests to Participate (RTPs) were returned in February 2019. Land assembly is continuing with the CPO (South of the Clyde) advertised in February/March 2019 and the project team are progressing with voluntary acquisition where possible, with a number of major acquisitions concluded.

Planned future milestones:

- Issue Initial ITT: May 2019
- FBC Approval: January 2020
- Contract award: February 2020
- Construction start/mobilisation: March 2020
- Construction complete: September 2022.

Budget: £90.7 million

GLASGOW AIRPORT INVESTMENT AREA

Realignment of Abbotsinch Road and other access improvements including White Cart crossings and active travel infrastructure; all aimed at improving connections between Westway, Inchinnan and Airport Business Parks as an enabler for the delivery of an internationally recognised district for innovation, research and manufacturing; the Advanced Manufacturing Innovation District Scotland (AMIDS).

In addition to the previous announcement that the National Manufacturing Institute Scotland (NMIS) would be the anchor tenant at AMIDS, it was announced in June 2018 that it will also be home to the new UK Medicines Manufacturing Innovation Centre (MMIC). Three final tenders were received for the construction contract in February 2019, with contract award anticipated April 2019. Advanced works are ongoing ahead of construction commencing.

Planned future milestones:

- Approval of FBC: March 2019
- Contractor appointed: April 2019
- Construction Start: June 2019
- Construction Complete: December 2020

2.6 SOUTH LANARKSHIRE

Budget: £16 million

CATHKIN RELIEF ROAD

This project enhances the local and strategic road network in the Rutherglen area. Cathkin Relief Road is now complete and it opened to traffic on 24 February 2017. The new road is helping to direct traffic away from residential areas and is anticipated to improve road safety. Work is underway to analyse the positive impacts of the road on the local transport network. This is likely to be concluded in summer 2019. Work is now progressing on the delivery of the remaining complementary works.

Budget: £62.3 million

COMMUNITY GROWTH AREAS

Community Growth Areas (CGAs) are located in Newton, Hamilton, Larkhall and East Kilbride. The CGAs represent the most appropriate areas to support long term growth and expansion in South Lanarkshire and are of a scale that will contribute to the economy at a City Region level. Infrastructure improvements in 2019 will focus on completion of sub projects at Newton, with construction of Westburn Roundabout due to commence in April 2019 and conclude in October 2019. This is set to support additional house building in the area. In Hamilton, work at Woodhead Primary School is set to complete in August, providing additional capacity for new homes. Construction of the Strathaven Road - Woodfoot Road Transport Corridor Improvements is due to start in June 2019 and complete October 2019. This project will enhance traffic capacity at two road junctions, improving transport connectivity and journey times. In East Kilbride work continues on the development of proposals for a new primary school to service the needs of the CGA. It is anticipated that a Full Business Case for this project will be approved in 2020.

Budget: £25.7 million

GREENHILLS ROAD/A726 DUAL CARRIAGEWAY

This project will widen the existing A726 to dual carriageway standard. It also includes the introduction of bus infrastructure measures at key locations along the route length and the scheme will also support the provision of enhanced active travel infrastructure by providing space for an on-road cycle lane. Works commenced on site in April 2019 with completion expected autumn 2020. The proposed investment will improve this main access route to recreational, residential and industrial sites, helping to unlock the economic development potential of a wide strategic area in East Kilbride

Budget: £62.2 million

STEWARTFIELD WAY TRANSPORT CAPACITY ENHANCEMENTS

The project will provide enhanced transport infrastructure increasing the capacity of the road network along the Stewartfield Way corridor from the junction with the A726, Glasgow Southern Orbital, to the A725 trunk road, east of Whirlies Roundabout. Project development work, Strategic Business Case development and option appraisal continue in 2019 to maximise the economic development opportunities the project will deliver.

2.7 WEST DUNBARTONSHIRE

Budget: £34.05 million

EXXON SITE DEVELOPMENT PROJECT

Redevelopment of the former oil terminal at Bowling and supporting infrastructure to realise the development of this area for commercial and industrial use.

The project consists of:

- 1.95 kilometres of new spine road with associated drainage and lighting infrastructure;
- 1.32 kilometres of upgraded existing public road (A814);
- a new junction on the A82 at Dumbuck with closure of the existing junction;
- a remodelled junction on the A82 at Dunglass;
- an enhanced routing of 475 metres of the National Cycle Network Route 7 in the vicinity of the site;
- a new underpass of the Glasgow – Dumbarton Railway at the western access to the site;
- a remodelled railway overbridge at the eastern access to the site;
- flood mitigation works;
- environmental mitigation works (but not remediation);
- site drainage works; and
- establishment of platforms for development across the site.

The Head of Terms with ExxonMobil has been signed and the designs have been progressed to allow completion of the EIA. The Final Business Case is due in November 2020.

There are several key issues currently being addressed by the project team, including:

- Agreement of Commercial Terms with ExxonMobil for site acquisition.
- Completion of the Environmental Impact Assessment.

PENDING

2.8 EAST DUNBARTONSHIRE

Budget: tbc

BISHOPBRIGGS PLACE AND GROWTH PROGRAMME

The Strategic Business Case was approved at the April 2019 GCR Cabinet. The Bishopbriggs Place and Growth Programme would deliver a package of transport, business infrastructure, and brownfield land enabling activities that will alleviate market failures, environmental improvements and exploit regional and local economic opportunity by accelerating development activity and attract investment at key sites. During the initial year and through to March 2020, the Outline Business Case(s) will be brought forward from the approved SBC and prioritisation of the component parts of the project, for example major infrastructure works of the Bishopbriggs Relief Road, BRR 5. The Strategic Business Case indicated an estimated cost of £64 million. Programme funding allocation is under discussion.

2.9 SPT

Budget: £30 million

SPT

Infrastructure projects to increase connectivity across the City Region. This project will be informed by the National Transport Strategy and the Regional Transport Strategy, both of which are under development.

3. INNOVATION, SKILLS AND EMPLOYMENT

GLASGOW

Budget: £1.67million

TONTINE

Based in the Tontine building in Glasgow's Merchant City the facility is providing good quality, flexible work spaces for SME's. Tontine celebrated a two year anniversary in August 2018.

The facility is performing well. Businesses are showing significant growth with over £25 million of investment recently completed. There is a pipeline of businesses in place to minimise disruption when businesses exit Tontine.

Budget: £0.3 million

IN-WORK PROGRESSION

A pilot labour market progression programme in the Care sector.

The aim of this prototype scheme is to support the training and development of staff in low income jobs, thereby boosting their wages and reducing their reliance on in-work benefits.

The pilot is now complete and is being evaluated. A final report is due to be presented summer 2019 providing valuable lesson learned for future projects.

Budget: £4.5 million

WORKING MATTERS

Working Matters is a regional three year project aimed at demonstrating innovative ways of working with 4,000 people living in Glasgow City Region who are furthest away from the labour market. The programme was targeted with supporting 600 people into sustained employment.

The project is now complete with the external evaluators report due for conclusion in summer 2019.

NORTH LANARKSHIRE

Budget: £1.012 million

MEDICITY (BIOCITY)

MediCity is a project managed by BioCity Scotland, a medical research company that specialises in life sciences. This project has been completed and will provide a focus for medical specialist in areas such as academia, NHS, financial and specialist professions. The MediCity Scotland project continues to perform well, exceeding virtually all predetermined targets set (resulting in some outcomes/ targets being revised and increased from Quarter 11). The administration of the project management and monitoring moved to Scottish Enterprise in Quarter 10 when the Scottish Enterprise grant funding allocation for the project commenced.

RENFREWSHIRE**Budget:** £15 million**YOUTH GATEWAY**

A £15 million youth employment programme provided an integrated employment support service for young people, aged 16 – 24. All of the overall targets set were met and exceeded ahead of the end date in March 2018. Recommendations for a future Regional Youth Employability Service are under consideration by the Portfolio for Employability and Skills.

UNIVERSITY OF GLASGOW**Budget:** £16 million**IMAGING CENTRE FOR EXCELLENCE (STRATIFIED MEDICINE CENTRE)**

Creation of an imaging centre within the Queen Elizabeth University Hospital (QEUH) campus. The facility incorporates a 7 Tesla MRI scanner, an ultra-high resolution scanner, which is the first of its kind fully integrated within a clinical site in the UK. ICE links to, and adds significant value to the University's adjacent research imaging developments, including 3 Tesla MRI and CT scanners, transforming capacity to deliver leadership internationally in imaging and precision medicine and allowing ground breaking medical research into stroke, cardiovascular and brain imaging.

The project is now complete with all expenditure incurred and funding drawn down. The building is fully operational, with capacity for 193 individuals. More than 5,000 research and clinical MRI and CT scans have been completed since March 2017.

ICE forms an integral part of the Clinical Innovation Zone (CIZ) and provides space for the co-location of organisations engaging with academic and clinical partners across the QEUH campus and the University of Glasgow. This successful 'triple helix' approach, involving academia, industry and NHS collaboration has attracted the co-location of a variety of organisations from around the world, the creation of new jobs along and encouragement of greater than £27.5 million funding in grants and initiatives, including a pan Scotland Industrial Centre for Artificial Intelligence Research in Digital Diagnostics (iCAIRD).

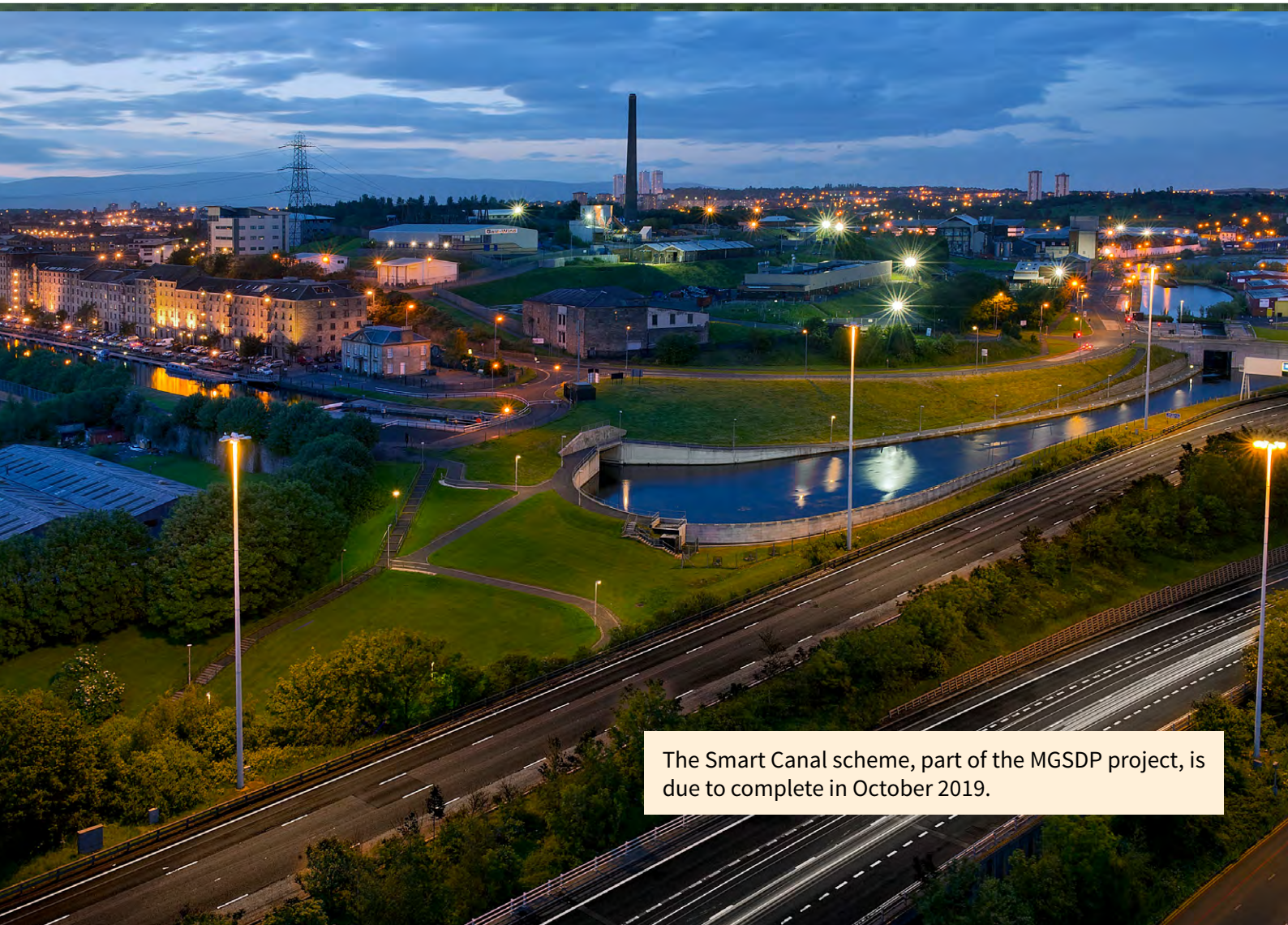
Building on this activity, the University of Glasgow was chosen by the UK Government to lead a Science and Innovation Audit. This audit 'Innovation in Scotland: Accelerating Productivity Growth for Scotland and the UK' highlights the world-class expertise and infrastructure available through ICE and the surrounding activities at the QEUH and the transformative potential that the adoption of precision medicine will have, noting that the global precision medicine market was estimated at almost £43 billion in 2016 and is projected to rise to around £134 billion by 2025.

Further development of ICE is a component of the Strength in Places Fund full application to develop the 'Living lab', supported by £50,000 seedcorn funding from UKRI.

Glasgow City Council and Scottish Enterprise are working closely with the University of Glasgow to develop the Waterfront and West End Innovation Quarter, which will further integrate QEUH research with the University's £1 billion major West End campus redevelopment.



Greenlaw Business Centre in East Renfrew will open in 2019.



The Smart Canal scheme, part of the MGSDP project, is due to complete in October 2019.

4. ANNUAL IMPLEMENTATION PLAN

4.1 GOVERNANCE

Maintaining the robust governance of the programme is a key priority.

The PMO will continue to monitor and review governance arrangements to ensure they remain fit for purpose as the programme evolves. Working and findings from the OGC review of the Programme and ongoing internal and external audits will support this.

Updated Programme Business Case and Assurance Governance and Programme Management Framework to be approved by Cabinet.

August 2019

Assurance Governance and Programme Framework: Ensure Compliance.

Ongoing

Updated Programme Management Toolkit to be approved by Cabinet.

August 2019

Benefit Realisation Management Framework to be approved by Cabinet.

August 2019

To determine readiness for Gateway and develop an improvement plan to address any identified areas for improvement, a review of the Programme will be undertaken using HM Treasury's 'Office of Government Commerce (OGC) Gateway Process Best Practice Guidance:

June 2019

- Create Steering Group
- Develop the Improvement Plan.

Annual Implementation Plan:

- Monitor and record progress in the actions set out in the current Plan within the PMO report.
- Prepare for development of the Plan for 2020 - 2021.

Quarterly
June 2020

Develop/Progress Activities within the Action Plans of the Portfolios which relate to the City Deal Programme.

Develop the Annual Performance Report (April 2018 – March 2019).

Develop Project Prioritisation Framework.

August 2019

Annual Conversation: Preparation of documents for the meeting with the UK and Scottish Governments regarding the progress of the City Deal.

September 2019

Review and update the Programme Strategies.

Annually

Grant Offer Letter 2019 – 2020: Agree content with Scottish Government.

June 2019

Grant Offer Letter 2019 – 2020: Ensure compliance.

Ongoing

4.1 GOVERNANCE (continued)

Preparation of Reports for Programme Liaison Group.	Quarterly
Preparation of reports for CEG.	Monthly
Preparation of reports for CAB.	Eight weekly
Business Continuity Plan: Review and update.	June 2019
Review and update Cabinet Procedural Standing Orders; Gifts and Hospitality Register.	Annually

4.2 FINANCE

Financial monitoring of the programme will continue with particular focus in the period on supporting the one year out milestone of the first Gateway.

The Finance Group will closely monitor spend in relation to targets and grant allocations.

Preparation and submission of PMO Annual Accounts 2018 - 2019.	June 2019
Preparation of Annual Statement of Grant Usage for the Employment and Skills Programme.	Quarterly
Assessment and review of all grant claims.	Quarterly
Financial Monitoring of the City Deal Programme 2018 - 2019.	Ongoing
Preparation of financial information for Gateway documents.	Ongoing
Agree Infrastructure Passdown Letter.	June 2019
Disburse Infrastructure Funds to Member Authorities.	Ongoing
Disburse funds for Employment and Skills Programme.	Ongoing

4.3 AUDIT

A number of internal and external audits are anticipated in the period and will require the support of the PMO and other stakeholders in the provision of information to Auditors.

Annual Audit Plan presented to Cabinet.	April 2019
Six monthly Audit Support Group Meetings with eight Member Authorities.	May/November 2019
Annual Report and Governance Statement for 2019 – 2020 presented to Cabinet.	June 2019

4.3 AUDIT (continued)

Audit Report - Programme Budget Monitoring and Control Arrangements presented.	June 2019
External Audit Plan 2019 - 2020 presented to Cabinet.	April 2019
Undertake planned audits (Reputation Management, Compliance with the Revised Assurance Framework, Member Authority – Grant Claim Eligibility).	Ongoing
Follow-up of previous audit recommendations and prepare reports to Cabinet.	Ongoing
Preparation for Audit Scotland Review of City Deals.	Ongoing

4.4 GATEWAY REVIEW ONE – PROJECT MONITORING AND EVALUATION

PMO participates in the National Panel Steering Group.	Quarterly
CEG approves approach, timings and documents in relation to Gateway Review One.	April 2019
PMO shares proposals to PLG and Steering Group on Gateway Review.	May 2019
Update CEG on development of Gateway preparation.	May 2019
National Evaluation Panel (SQW) carry out field work in preparation of the Final Gateway Review Report.	May/July 2019
Internal Review exercise completed and Gateway Review Improvement Plan agreed by CEG.	August 2019
Draft NEP Gateway Review Report to CEG seeking comment.	31 October 2019
Final NEP Gateway Review Report to CEG seeking agreement.	28 November 2019
Final NEP Gateway Review Report issued to Cabinet for approval.	10 December 2019
Gateway Review Documents and Gateway Review Report issued to UK and Scottish Governments.	December 2019
Evaluation report of the Skills Programme presented to Cabinet.	October 2019
Evaluation report of the Innovation Programme presented to Cabinet.	October 2019

4.5 COMMUNITY BENEFITS

Community benefits are a key component in maximising social, economic and environmental benefits within the City Deal programme. Work will continue to build on existing good practice across the eight local authorities, ensuring a consistent and collaborative approach and maximising opportunities and benefits for residents and businesses.

Glasgow City Region City Deal Contract and Community Benefit two year pilot to be launched.

Summer 2019

Community Benefit Support Group established to ensure the programme delivers the maximum community benefits possible. Activities will include:

- Supporting the PMO
- Introducing a bespoke regional database, Cenefits, to monitor and manage City Deal Community Benefits;
- Implementing the use of a Best Practice Model to be consistently adopted across the region for City Deal Community Benefits
- Overseeing the delivery of the two year City Deal Contract and Community Benefit Pilot from April 2019 to March 2021
- Reviewing Community Benefit Guidance documentation and Strategy, with a revised draft to present to Lead Officer Group for Community Benefit Strategy covering the 2020 to 2025 period.
- Reviewing the Community Benefits Buyer Guidance
- Reviewing the Community Benefits Supplier Guidance
- Community Benefits Strategy adherence to strategy in the activity carried out by the group
- Monitoring programme Community Benefit performance against set indicators and progress towards set targets, and review and address performance issues at an early stage for benefits realisation;
- Liaising with the LPSG in their establishment and maintenance a Forward Procurement Plan
- Identifying opportunities for collaboration and best practice.

Ongoing

Summer 2019

Summer 2019

March 2021

Autumn 2019

Autumn 2019

Ongoing

Autumn 2019

Autumn 2019

Ongoing

4.6 LEGAL AND PROCUREMENT

Reviewing and advising on agreements and amendments necessary to implement Assurance Framework processes including all grant agreements and pass-down grant agreements.

Ongoing

Activities involving the Legal and Procurement Support Group (LPSG) include:

- Supporting the PMO
- LPSG meetings
- Consideration/implementation of common terms and processes, where appropriate
- Support for Contracts Register
- Review of Community Benefits Buyer Guidance
- Review of Community Benefits Supplier Guidance
- Procurement Strategy and Community Benefits Strategy Review
- Preparation of Community Benefits Targets
- Business Case Reviews for legal and procurement
- Identification of opportunities for market engagement
- Keeping abreast of/ implementation of legal and policy developments
- Identification of opportunities for collaboration and best practice

Ongoing

Quarterly

Monthly

Ongoing

Ongoing

Reviewed January 2019

Reviewed January 2020

As required

Ongoing

As required

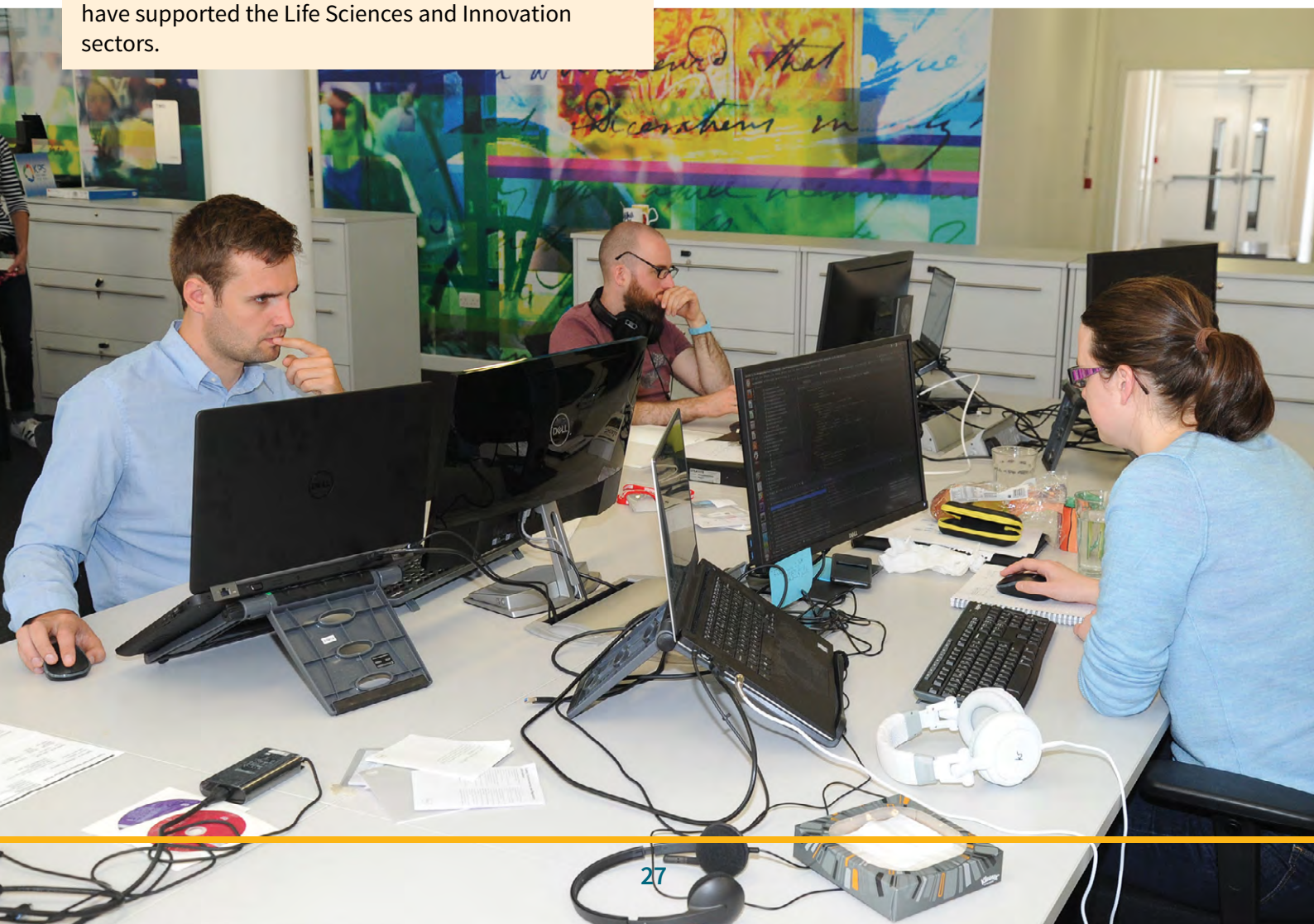
Ongoing

4.7 INFRASTRUCTURE PROJECTS

Review Infrastructure Business Cases/prepare business case appraisal reports seeking approval from CEG and CAB.	Monthly
Monitoring progress of the projects specifically the elements detailed in the approved business cases and report progress within the PMO Report .	Quarterly
Review change control requests from the Member Authorities and prepare the PMO Status Report seeking approval from CEG and CAB.	Quarterly
Monitor and report within the quarterly PMO status reports any change within the baseline of the Programme and the Programme Business Case.	Quarterly
Prepare the PMO Status Report for the Programme and present to the Support Groups, CEG, Cabinet and PLG.	Quarterly
Prepare the PMO Status Report for elements to be escalated regarding the Programme.	Monthly
Regular meetings with PMO and the Support Groups to ensure the expertise of the Support Groups is within the Programme.	Monthly
Prepare mapping information (timeline for delivery timeline and GIS locations) for the Infrastructure Programme.	Summer 2019
Portfolio Group to engage with utility companies to facilitate delivery of Infrastructure Programme.	Ongoing
Review the Skills Investment Plan with regard to any amendments to the Infrastructure Programme.	Annually
Monitor project outputs from each of the infrastructure projects in line with the requirements for Gateway Review 1 as set by the National Evaluation Panel.	Quarterly
Preparation of Programme status reporting documents on a quarterly cycle to facilitate LOG, CEG, Finance Group, CAB and PLG.	Quarterly
Preparation of a Project Management Toolkit.	June 2019
Update Business Case appraisal table to meet Green Book requirements embedded within Assurance Framework.	June 2019



The City Deal funded MediCity and Tontine projects have supported the Life Sciences and Innovation sectors.



4.7 INFRASTRUCTURE PROJECTS (continued)

Review and update Risk Register and Issue Log for the Programme.	Monthly
Develop and update the Programme Business Case.	June 2019
Development of an Economic Framework of Models in collaboration with Fraser of Allander Institute.	October 2019
Completion of Framework	March 2020
Share Lesson learned Reports to all Member Authorities within the Programme.	Ongoing

4.8 INNOVATION PROJECTS

MediCity, Stratified Medicine (ICE) and Tontine: Monitor project outputs and outcomes.	Quarterly
OGC Gateway 5 Evaluation to be carried out each innovation project.	August 2019
Lesson Learned Exercise workshop with all Innovation Projects	August 2019
Innovation Programme gateway outputs added to Gateway Review report .	December 2019

4.9 SKILLS AND EMPLOYMENT PROJECTS

In Work Progression - project delivery concluded December 2018. Final Evaluation Report, CMCF and SoGU for project due to DWP Summer 2019.	Summer 2019
In Work Progression: Final Evaluation Report.	June 2019
Youth Gateway: project delivery concluded in March 2018.	Completed
Youth Gateway: End of Project report submitted to Chief Executives' Group.	Completed
Working Matters: Final Performance Report to the Chief Executives' Group.	April 2019
Working Matters: programme delivery concluded Final CMCF and due to DWP Spring 2019. Engagement target met 95% of Job Outcome target met.	April 2019
Working Matters: Final Project Evaluation Report.	June 2019
Skills and Employment Programme evaluation added to Gateway Review Report.	December 2019

4.10 STAKEHOLDER ENGAGEMENT AND RELATIONSHIP MANAGEMENT

Delivery of the City Deal and our Regional Economic Strategy commitments involves a wide range of stakeholders from within member authorities, local, regional and national partners.

Communication and Marketing activities require appropriate consultation and coordination with partners involved. Likewise, for those delivering, supporting and governing the Programme – information on the people/ groups involved, their roles and reporting structures is important.

In the year ahead, the focus will continue on activities to build engagement, grow support, awareness and to maximise opportunities for residents/businesses to benefit and participate.

GCR Communication and Marketing Group meeting

PMO role to chair, set agenda, provide progress update and seek input/ discussion on communication and marketing activities. The meeting also provides an opportunity to flag up any arising Risks, Issues, FOIs or journalist' enquiries.

29 January, 27 March ,
22 May, 6 August,
2 October.

Group Role and Remits

Create a process for annual review and update of all Role and Remits

- Review/update current template
- Issue request to all Groups to review/update
- Collate and record responses.

Summer 2019

Programme Meeting Plan and Meeting Map

Based on the review of Group Roles and Remit, update on an annual basis and share with stakeholders

- Review and update
- Share with stakeholders.

Summer 2019

Ongoing liaison with Scottish and UK Government Communication leads and other partner and agency Communication leads to discuss opportunities, facilitate events or visits and maximise opportunities for messaging.

Ongoing

Review/manage ad hoc ongoing requests for presentations on City Deal. Ensure presentation record/database is updated. Presentation templates for City Deal and Glasgow City Region.

Ongoing

Ongoing liaison with Communication and Marketing contacts within other City Deals to share and gain learning.

Ongoing

Maintain/build stakeholder contact database.

Ongoing

Strategic Engagement with Scottish Government for Inclusive Growth.

Ongoing

Engagement with Equalities and Human Right Commission.

Ongoing

4.11 COMMUNICATION AND MARKETING

The PMO is responsible for developing and leading the Communication and Marketing strategy for the City Deal. This has been expanded to include activities falling under the Regional Economic Strategy Action Plan. Priorities for the year ahead include:

- Building the narrative about Glasgow City Region, generally in terms of our ambitions and progress and more specifically in relation to different themes
- Building further awareness about the City Deal and City Region across the member authorities, regionally and nationally – through existing channels
- Working closely with government partners to explore opportunities for shared messaging
- Growing our social media presence and activities through twitter, YouTube, the website and through the use of video to promote progress, our ambitions and successes and decisions taken
- Establishing communication and marketing requirements/resource for the evolving work plans of the GCR Portfolio Groups.

Strategy

Progress actions set out within the GCR Communication, Marketing and Stakeholder Engagement Strategy, updated late 2018.

Develop the annual strategy documents: Annual Implementation Plan and Annual Performance Report.

June/September 2019

Planning

Develop the Communication Planning Grid which sets out monthly activities and key milestones/Update on a regular basis. Share with key partners and the PLG.

Maintain an annual record of key activities, events and milestones.

Maintain regular communication with government partners in relation to key milestones/support opportunities for ministerial visits.

Ongoing

Communication and Marketing Planning – City Deal

Member Authorities to develop/update individual Project Communication Plans setting out a narrative about the project, what it will deliver, key milestones and communication activities.

Ongoing

Communication and Marketing – GCR

Liaise with Portfolio leads regarding communication opportunities, messaging and marketing support requirements in the delivery of the Action Plan.

Provide communication and marketing support in response to evolving work plans of the 8 Portfolio Groups, ensuring consistency of approach.

Ongoing

4.11 COMMUNICATION AND MARKETING (continued)

Messaging

Review/develop the Core Script (or narrative) for:

- Glasgow City Deal
- Glasgow City Region

Work with member authorities, other stakeholders and government partners to agree a final revised version.

Member Authorities to develop Fact Sheets for individual projects.

September 2019

Ongoing

Media

Review/update Partner Media Protocol: Liaise with member authorities, other stakeholders and government partners to agree final revised version.

Lead on media for the City Deal Programme; developing a forward plan of upcoming opportunities; proactively identifying and maximising opportunities for positive messaging; building relationships with media and trade press contacts.

Maintain oversight of planned partner Project media releases; ensure information is shared and promoted via GCR social media and website channels.

May 2020

Ongoing

Ongoing

Brand Management

Oversight of Glasgow City Region and City Deal brands, including look and feel and tone of voice.

Monitor usage to ensure consistent application and take appropriate action on misuse.

Ongoing

Online

Day-to-day management of City Deal website; ensuring it remains fit for purpose, accessible and is regularly updated with engaging content. Responsible for overview of content posted by individual local authorities to maintain quality and consistency.

Record/monitor monthly web stats and take action to grow site traffic.

Produce annual Website report, with summary progress and recommendations going forward.

Progress activities to redevelop the website. Develop a project plan; identify resource; develop new information architecture, design and content; consult; implement and launch.

Ongoing

January 2020

Ongoing

4.11 COMMUNICATION AND MARKETING (continued)

Social Media

Management of GCR Twitter and you tube accounts; ensuring they remain fit for purpose, accessible and regularly updated with engaging content.

Maintain and monitor monthly usage stats and take actions to grow number of followers/traffic, establishing quarterly targets.

Review/update GCR Social Media strategy.

Produce annual report on Social Media, with summary progress and recommendations going forward.

Ongoing

April 2018

January 2020

Marketing Materials

Scope/develop quality marketing materials and collateral.

Ongoing

Events and Visits

Co-ordinate visits from partners, including VIPs and Ministers, liaising with government partners regarding communication opportunities , as per agreed protocol

Coordination/management of relevant programme events.

Ongoing

4.12 COMMISSION

Completion of Futures Work.

October 2019

Commission Gateway 1 Report.

October 2019

Liaison with UK and Scottish Government.

Ongoing

Inclusive Growth Advisory Report.

August 2019

4.13 BUSINESS ENGAGEMENT AND ELB

ELB Gateway 1 Report.

October 2019

The Economic Leadership Board will continue to provide advice to and report to Cabinet.

Ongoing

4.14 TRANSPORT

The Transport Appraisal Group (TAG) and its members will continue to support the Transport and Connectivity Portfolio in taking forward work on a number of relevant areas, including:

Supporting the PMO .	Ongoing
Providing an overview of, and support for, transport issues at a National and City Region level..	Ongoing
Through a sub-group of the Portfolio/TAG, working with Transport Scotland on the development of the new National Transport Strategy (NTS) and identify priority projects for inclusion within the Strategic Transport Projects Review (STPR2).	Ongoing
Through a sub-group of the Portfolio/TAG, developing a Glasgow City Region Strategic Transport Plan which aligns with our transport priorities and investment by December 2021, in alignment with SPT's review of the Regional Transport Strategy (RTS).	Ongoing
Through a sub-group of the Portfolio/TAG, working with SPT on the review of the Regional Transport Strategy (RTS).	Ongoing
Preparing responses on transport related issues, on behalf of the Glasgow City Region to relevant consultations.	Ongoing
Assisting the PMO in in the appraisal of Infrastructure Programme business cases on transport related issues.	Ongoing
Providing assistance, where appropriate, to Member Authorities on relevant transport issues.	Ongoing

EIGHT PARTICIPATING LOCAL AUTHORITIES

