

GLASGOW CITY REGION CITY DEAL Annual Implementation Plan



April 2018– March 2019

Introduction

The Annual Implementation Plan covers the period April 2018 to March 2019.

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

To reflect important developments in our plans and our structure, this second Annual Implementation Plan touches on aspects of the delivery of both the Glasgow City Region City Deal and the Glasgow City Region Economic Strategy. Both are integral to our ambitious plans for inclusive economic growth and fall under the remit of the Director of Regional Economic Growth, appointed August 2017.





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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, in hand with our ambitious Regional Economic Strategy, is set to transform the physical and social landscape – creating thousands of new jobs and businesses, improving connectivity, qualifications and skills and increasing productivity. Thousands of hectares of vacant and derelict land will be brought back into use and over 110,000 new homes built in the next fifteen years.

Glasgow City Region's contribution to the Scottish economy is significant. In 2016, the Region contributed £43,184 million in GVA, accounting for approximately one third of all output for Scotland. Best performing sectors were Distribution, Transport, Accommodation and Food, Construction, Information and Communications. Productivity (measured as GVA per job, 2016) was £48,796, a little below the Scottish average of £51,384. However, with variation across the region. Overall, the city of Glasgow made the greatest contribution to output, accounting for 15 per cent of Scotland's GVA output, the highest in Scotland.

The latest Scottish Government forecast anticipates 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 forecast to average 1.7 per cent per year between 2017 and 2027. This is in keeping with forecast growth for Scotland but is slightly lower than that of the UK. Private Service industries, accounting for 55 per cent 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 most dynamic industries are forecast to be Professional, Scientific and Technical services, Information and Communications and Administrative and Support services. Other notable contributions to growth are expected from Real Estate activities and the relatively large Wholesale and Retail Trade sector

In the current economic climate, the Region has the advantage of considerable City Deal funding and the investment we are confident it will deliver over the next 20 years. With progress already well underway, improvement and benefits derived from projects will become ever more apparent. Our principal areas of focus over the next 12 months will include preparation for the one year out report on our first Gateway Review, an important milestone in our City Deal and of certain interest to others. Progress will continue in delivering the commitments set out in our Regional Economic Strategy with a number of important developments anticipated in the coming year. Finally, in partnership with our government funders, partners and the Commission, we will continue to develop our understanding, approach and delivery of inclusive growth.

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. Most of these projects are already underway, with some 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.

More recently all three Innovation projects have been completed, supporting the growth of small and medium sized businesses and enhancing the life sciences' sector. Amongst these is the world-leading Imaging Centre of Excellence, a unique medical research facility which will translate science into economic and patient benefit for Glasgow, Scotland and the UK. The project will bring 396 new high-value jobs to the city region over a seven year period and has been independently assessed to contribute £88 million to the local economy.

Over its lifetime the City Deal is expected to create thousands of new jobs and support many people back into work. Local employment challenges are being addressed through our three labour market projects, providing targeted support to 16-24 year olds; to vulnerable residents; and through a pilot for staff in low income jobs in 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 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, the Leaders agreed in June 2016 that a distributive leadership model would be developed based around eight portfolios focussed upon driving wider economic development in the city region. 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 has been subject to various internal and external audits, all of which have proven favourable, and recently participated in the Scottish Parliamentary Inquiry (SPI) 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.
- Leverage an estimated **£3.3 billion of private sector investment** to support the delivery of the projects within the infrastructure programme.
- An **£800 million productivity increase**, based upon a re-distribution of jobs from less productive to more productive activity, and improvements in connectivity, or economic mass.
- **Spread the benefits of economic growth** across Glasgow and Clyde Valley, ensuring deprived areas benefit from this growth.



2. INFRASTRUCTURE

EAST RENFREWSHIRE

Budget: £44 million

2.1

M77 STRATEGIC CORRIDOR PROGRAMME

A programme to upgrade and develop economic and supporting physical infrastructure in Barrhead, Newton Mearns and the Dams to Darnley Country Park; improving road and rail connectivity as well as the availability and quality of business accommodation and visitor facilities.

Levern Works: construction of 10 small workshops and partial preparation of a brownfield site in Barrhead in advance of private sector multi-use development. Completed May 2016.

East Renfrewshire Business Boost: construction of the 21,000sq.ft Greenlaw business centre in Newton Mearns and upgrading of facilities from which employability and business support services are provided at The Foundry, Barrhead. Both elements of the project will start on site Spring 2018 and be complete by year end.

Barrhead South Access - Balgraystone Road upgrading: upgrading of a key access road and allied utilities infrastructure to a strategic housing development area, new rail station and country park facilities. Specification development is underway. Following tendering, a works start is expected in June 2019 and to be complete by December 2019.

Barrhead South Access - New Rail Station: provision of a new rail station and allied car parking/bus layover to serve the new housing and wider Barrhead area and country park. Extended technical rail feasibility work is underway and timescales will be clarified subsequently.

Levern Valley Access - Aurs Road upgrading: improvements to an important link road between Barrhead and Newton Mearns, including a junction upgrading. Preparatory work continues to inform the works tender. Construction is programmed to start in late 2019.

Levern Valley Access - Balgray Surface Link: development of a sub-regional link from the M77 westwards within East Renfrewshire. Project details will be finalised once wider modelling and allied work is completed. Timescales are to be confirmed.

Dams to Darnley Country Park Visitor Centre: provision of a country park facilities focal point, including car parking. The facility could link to other recreational/commercial developments (not City Deal funded). Development work is underway. A site start is expected in early 2020.

GLASGOW**Budget:** £89.3 million**CANAL & NORTH GATEWAY (CITY CENTRE & NORTH)**

Promoting sustainable economic growth through generation of the Canal and North Gateway as an new integrated mixed use area of the City.

Activities to be undertaken between in the period:

- Sighthill infrastructure works will continue
- Cowlairs Bridge is expected to be completed
- Start of enabling work at 100 Acre Hill
- Public realm work on North Canal Bank Street and Landscape links will commence
- Submission of full business case for the M8 Bridge.

Budget: £115.5 million**CITY CENTRE ENABLING INFRASTRUCTURE PUBLIC REALM PROGRAMME (CITY CENTRE & NORTH)**

This public realm project will support Glasgow by setting a new direction in supporting and delivering opportunities through a quality external environment.

Sauchiehall Street Avenue is on site with the majority of work being undertaken this financial year (due to complete May 2019).

Block A design team are currently working on Argyle Street, with RIBA stage 4 technical design due for completion in March 2019. Sauchiehall Precinct and the Underline, North Hanover and Cathedral Streets design work are all due to start in April and July respectively.

The procurement of the Block B design team is underway. This team will be appointed by September 2018, and will be starting on the concept designs for Elmbank St, Holland Street and the Broomielaw first.

Budget: £27 million**COLLEGELANDS CALTON BARRAS**

A project designed to support growth and assist an area east of the city centre to reach its potential.

- Barras Public Realm construction works is expected to be completed
 - Meat Market Masterplan design work is expected to be completed with full business case expected
 - High Street Station design work and stakeholder engagement will continue
- Calton Barras Action Plan design work will continue.

2.2

GLASGOW**Budget:** £113.9 million**CLYDE WATERFRONT AND WEST END INNOVATION QUARTER**

Facilitating increased economic growth through the creation of an attractive urban quarter that supports high value business.

CGAP: Govan Public Realm is scheduled to appoint a contractor in April 2018 and complete in October 2018.

Briggait, Lancefield Quay, Anderston Quay and Windmillcroft Quay all form part of the Access and Integrity of the Waterfront (Quay Walls) project component. The external project team from Atkins have completed the feasibility work options appraisal and the work is currently being reviewed by the Council.

The concept design for Byres Road is currently being reviewed. Technical Design, FBC approval and contract award are all planned to complete by April 2019.

Developing the Economic Role of QEUH project component will develop commercial floorspace at Govan Old and has secured a Stage 1 Award from the Government's Regeneration Capital Grant Fund with match funding to be sought from City Deal business case by April 2019.

Govan-Partick Bridge: ground Investigations are due to take place between April and June 2018. The technical design stage is due to commence in January 2019 with invitations to tender to be issued in March 2019.

Budget: £40.2 million

2.2

METROPOLITAN GLASGOW STRATEGIC DRAINAGE PARTNERSHIP

Increasing economic growth by addressing drainage constraints and potential flooding issues and the consequential impact on businesses and residents.

Progress has been achieved on all 13 project components during the 12 month period to March 2018 with the Camlachie Burn works starting on-site. During the next 12 month period site works are scheduled to start on another 5 project components with detailed design being progressed on the remaining.

INVERCLYDE**Budget:** £3.3 million**INVERKIP**

Provision of a new roundabout at Main street, Inverkip, improvements to both on ramps at the Brueacre Junction and a new five leg roundabout at the former Inverkip Power Station site. The four roads infrastructure elements will unlock the development opportunity at the significant brown field site. Design works are ongoing and it is anticipated that road works will be complete by April 2019

Budget: £9.47 million**INCHGREEN**

Land remediation, access works and pier upgrading for renewables/marine engineering site. No activity is expected on the site during the 2018/19.

Budget: 14.1 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 for allow up to 200,000 passengers to visit Greenock per annum. Complimentary site use in terms of a gallery museum space and/or restaurant is also being explored. Works on this section are due to commence in 2019.

2.3

NORTH LANARKSHIRE**Budget:** £12.6 million**A8/M8 CORRIDOR ACCESS IMPROVEMENTS**

Increased infrastructure to stimulate investment in the Eurocentral, Maxim Park and Newhouse area.

An Outline Business Case for Eurocentral Infrastructure Projects was approved in June 2017 comprising two sub projects; Holytown Link Road and Eurocentral Park and Ride, with an approved budget of £4m. Project development and feasibility work is progressing on Eurocentral Park and Ride and the planning application is ready to be submitted for Holytown Link Road.

Orchard Farm roundabout sub project forms the remaining part of the overall A8/M8 Corridor Access Improvements. It is intended that an OBC be submitted in Q3, 2020-21. NLC is in discussion with key stakeholders which will continue during 2018.

Budget: £66.3 million**GARTCOSH/GLENBOIG COMMUNITY GROWTH AREA**

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

Glenboig Link Road is onsite and is due to be complete by end of March 2018.

The other sub projects of the Gartcosh/Glenboig Community Growth Area are in the early stages of project development.

Budget: £189.5 million**PAN LANARKSHIRE ORBITAL TRANSPORT CORRIDOR**

Improving orbital and pan Lanarkshire connections across the region, aligning with and complementing other City Deal infrastructure proposals. Improving non-radial linkages between urban centres, realises opportunities for commercial / residential development and unlocks the economic 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 to be included in the Project. The scope of the project now includes: East Airdrie Link Road, Ravenscraig Infrastructure Access (incorporating M74/A723 Improvements) and the Motherwell Town Centre Transport Interchange scheme. Under the original SBC, £4.6m has been approved for project development activities.

An OBC for Motherwell Town Centre Transport Interchange was submitted on 16 February for approval at the April 2018 Cabinet. It is intended that an FBC for Motherwell Park and Ride and Active travel will be submitted for Cabinet approval in August 2018 and an FBC for Muir Street sub project will be submitted for approval at the March 2019 Cabinet.

East Airdrie Link Road and Ravenscraig Access Infrastructure sub projects are in early development and business cases will be submitted in due course. It is intended that a lead consultant will be appointed by June 2018 to lead on the East Airdrie Link Road.

2.4

RENFREWSHIRE**Budget:** £90.6 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 and open up the Clyde Waterfront for development.

At February 2018, the Scottish Government continue to consider the planning application for the Clyde Waterfront and Renfrew Riverside project. It is assumed that a decision will be known by May to allow the following subsequent milestones to progress:

- Planning outcome (estimated): May 2018
- Land acquisition (key sites): May 2018
- Begin parallel CPO process: June 2018
- Approval FBC: February 2019
- Contractor appointed: March 2019

Budget: £39.1 million**GLASGOW AIRPORT INVESTMENT AREA**

Realignment of Abbotsinch Road and other access improvements including White Cart crossings and active travel infrastructure to better connect existing businesses, open up vacant sites for major development and facilitate continued Glasgow Airport growth.

The key project site has been selected as the home of the new National Manufacturing Institute for Scotland (NMIS) and as part of a wider Advanced Manufacturing Innovation District - Scotland (AMIDS). Following a pre-qualifying procurement exercise, tender documents will be issued to six suppliers in February 2018 inviting them to tender for the construction contract. CPO notices were also issued for core GAIA enabling infrastructure.

Planned milestones:

- Approval of FBC: September 2018
- Contractor appointed: December 2018
- Construction Start: January 2019
- CPO process complete: March 2019

Budget: £144.3 million**AIRPORT ACCESS (REGIONAL PROJECT)**

Direct Rail Link between Glasgow Central Station and Glasgow Airport via Paisley Gilmour Street.

An update report was considered at GCR Cabinet in December 2017. Recommendations were agreed to take forward key actions identified by the Executive Steering Group (regarding addressing the issues raised by the Jacobs audit, commissioned by Transport Scotland) and minimising any further expenditure until this exercise was completed.

The early 2018/19 milestone for the project is to report to Cabinet by June 2018 the impact to programme and budget of addressing the findings of the third party audit of the OBC.

2.5

SOUTH LANARKSHIRE**Budget:** £19 million**Budget:** £62.3 million**Budget:** £25.7 million**Budget:** £62.2 million

2.6

CATHKIN RELIEF ROAD

The Cathkin Relief Road to enhance the local and strategic road network in the Rutherglen area is complete and opened to traffic in February 2017. Focus is on the delivery of the remaining complementary works.

COMMUNITY GROWTH AREAS

Community Growth Areas (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. The CGAs infrastructure improvements are located in Newton, Hamilton, Larkhall and East Kilbride. Work in 2018 will focus on completion of sub-projects in Newton and Hamilton.

GREENHILLS ROAD/A726 DUAL CARRIAGEWAY

Widening of the existing A726 to dual carriageway standard, including the introduction of bus infrastructure measures at key locations along the route and supporting enhanced active travel infrastructure by providing space for an on-road cycle lane. Works are anticipated to commence on site in Summer 2018.

STEWARTFIELD WAY TRANSPORT CAPACITY ENHANCEMENTS

Upgrading Stewartfield Way to dual carriageway standard from the junction with the A726, Glasgow Southern Orbital, to a new junction with the A725 trunk road, east of Whirlies Roundabout. Project development work and option appraisal continues in 2018.

WEST DUNBARTONSHIRE**Budget:** £27.9 million

2.7

EXXON SITE DEVELOPMENT

Redevelopment of the former oil terminal at Bowling and supporting infrastructure to realise the development of this area. The Heads of Terms with Exxon have been signed and the designs have been progressed to allow to prepare the EIA.

SPT**Budget:** £30.0 million

2.8

SPT

Infrastructure projects to increase connectivity across the City Region

3. INNOVATION, SKILLS AND EMPLOYMENT

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 specialists in areas such as academia, NHS, financial and specialist professionals. Milestones and outcomes for the revenue funding that were agreed between North Lanarkshire Council, Scottish Enterprise and BioCity Scotland are currently under review and the conclusions of this review are expected spring 2018.

UNIVERSITY OF GLASGOW

Budget: £16 million

IMAGING CENTRE FOR EXCELLENCE (STRATIFIED MEDICINE CENTRE)

Creation of an imaging centre within the new Queen Elizabeth University. The facility includes a new scanner that will allow ground breaking medical research into stroke, cardiovascular and brain imaging.

The project is now complete with all expenditure incurred and funding drawdown. Work is ongoing to validate the economic assumptions and metrics to be proposed for the project and targets for net Full Time Equivalents and GVA projected to be achieved by ICE within the 10 year time frame are being finalised.

GLASGOW

Budget: £1.67million

TONTINE

Based in the Tontine Building in Glasgow's Merchant City the facility will provide good quality, flexible work spaces for SME's. Tontine celebrated a one year anniversary in August 2017.

The facility is performing well. Businesses are showing significant growth with over £25M 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 will be 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 due to complete on 31 July 2018.

An interim evaluation report will be presented at the Chief Executives Group meeting of 29 March 2018. This will inform the remaining period and mainstreaming with the final evaluation plan for the project, due in September 2018.

GLASGOW**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 is targeted with supporting 600 people into sustained employment.

The end date for project activity has been extended from August 2018 until March 2019 allowing the Member Authorities additional time to work with the clients who have recently attached to the programme and to support them into employment. The next interim evaluation report for the project is due May 2018.

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

A £15 million youth employment programme that will provide a new integrated employment support service for young people, aged 16 – 24. This programme will seek to work with 15,000 young people over the next three years, helping 5,000 into sustained work. The project came to an end on 31 March 2018. All of the overall targets set were met and exceeded ahead of the end date. Recommendations for a future Regional Youth Employability Service to be included within a paper to be presented to Cabinet in summer 2018.



4. ANNUAL IMPLEMENTATION PLAN 2018-19

4.1 GOVERNANCE

Maintaining the robust governance of the programme is a key priority. The Assurance Framework review and ongoing internal and external audits will support this. The PMO will continue to monitor and review governance arrangements to ensure they remain fit for purpose as the programme evolves.

Progress the review of the Assurance Framework, including business case guidance.

Summer 2018

Complete a review of capacity, skills and systems within the Programme Management Office and develop an updated City Deal structure

Revisit and update the Programme Business Case.

Autumn 2018

Following the completion of the Strategic Assessment Framework (SAF), continue to progress the recommendations from the final report and to monitor and review on an ongoing basis.

Ongoing

Annual Implementation Plan

- Continue to monitor and review the current Plan and prepare for development of the Plan for 2019 - 2020

Ongoing

Develop Action Plans for the Portfolios.

Ongoing

Develop Annual Performance Report (April 2017 – March 2018).

June 2018

Deliver appropriate training for PMO and Member Authorities.

Ongoing

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 Annual Accounts 2017/18 for the PMO.	June 2018
Assessment and review of all grant claims.	Quarterly
Financial Monitoring of the City Deal Programme 2018/19.	Ongoing
Preparation for milestones and first gateway.	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 Governance Statement for 2017/18.	June 2018
Annual Audit Plan April 2018.	April 2018
Quarterly planned meetings with all 8 Member Authorities.	Quarterly
Planned Audits - Assurance Provision, Risk Mitigation and Review of Risk Management, Programme Budget Monitoring and Control Arrangements.	Ongoing
Skills and Employability Programme Governance – Review follow up.	Ongoing
Assurance Framework Review follow up.	Ongoing
Financial Transactions Audit Review follow up.	Ongoing
External Audit Plan 2018/19.	Ongoing
Preparation for Audit Scotland Review of City Deals.	Ongoing

4.4 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 Contracts Register is updated and reported to the Chief Executives' Group. Details will be contained within the PMO status report.

Quarterly

Community Benefits Sub Group meets to monitor and co-ordinate the approach to maximising community benefits from the City Deal.

4-weekly

4.5 GATEWAY REVIEW 1 - PROJECT MONITORING AND EVALUATION

Reporting of Project Outputs, as required by the National Evaluation Panel, commences.

Quarterly

Draft Local Evaluation Plan to be submitted to Chief Executives Group.

March 2018

Draft Local Evaluation Plan to be submitted to Cabinet for approval.

April 2018

Implementation of the Local Evaluation Plan will commence.

April 2018

Locality Baseline Report published.

June 2018

Locality One Year Out Report published.

December 2018

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.	Continual
Monthly PMO updates.	June 2018
Training.	As required
<p>Activities involving the Legal and Procurement Support Group (LPSG) include:</p> <ul style="list-style-type: none"> • LPSG bi-monthly 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 Review • Preparation of Community Benefit Targets • Business Case Reviews • Identification of opportunities for market engagement • Keeping abreast of / implementation of legal and policy developments • Identification of opportunities for collaboration and best practice 	<p>Bi-monthly</p> <p>Ad hoc</p> <p>Monthly</p> <p>Ongoing</p> <p>Ongoing</p> <p>Summer 2018</p> <p>Summer 2018</p> <p>As required</p> <p>Ongoing</p> <p>As required</p> <p>Ongoing</p>

4.7 INFRASTRUCTURE PROJECTS

Preparing, implementing and monitoring progress on the City Deal Infrastructure Programme which includes the specific elements detailed in the business cases.	Ongoing
Baseline – monitor and report within the monthly status reports any change within the baseline of the Programme. Baseline information is the contents of the business case.	Ongoing
Continue mapping the baseline information for the Infrastructure Programme. Identification of Projects’ scopes and descriptions and collection on dates and geographical data.	Ongoing
Ongoing engagement with utility companies to facilitate delivery of Infrastructure Programme.	Ongoing
Following completion of the Skills Plan, continue to review skill sets capacity across Glasgow’s City region and the ability to deliver the programme (direct and indirect deliverables).	Ongoing
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.	Ongoing
Preparation of status reporting documents on a quarterly cycle to facilitate LOG, CEG, Finance group, CAB and PLG.	Quarterly
Update reporting requirements as set out within the revised Assurance Framework	Summer 2018
Deliver an independent Green Book Compliance Business Case Review for the Infrastructure Programme.	Spring 2018
Develop an updated Business Case appraisal table to meet Green Book requirements	Spring 2018
Following recommendations from the Review, Member Authorities will submit updated Business Cases, which align to Green Book.	Ongoing
Identify opportunities for collaboration and best practice.	Ongoing
Monthly meetings with support groups and Lead Officers.	Ongoing
Meetings reporting to Finance Strategy Group, Chief Executives Group and Cabinet.	Ongoing
Review and update Risk Register and Issue Log for the Programme.	Quarterly



4.8 INNOVATION PROJECTS

MediCity – monitor and record project outputs.	Quarterly
Stratified Medicine (ICE) – project delivery and agreement of benefits realisation plan for the project. Monitor and record project outputs as above.	Quarterly
Tontine monitor and record project outputs (ongoing).	Quarterly

4.9 SKILLS AND EMPLOYMENT PROJECTS

In Work Progression - project delivery due to conclude.	July 2018
In Work Progression – Evaluation Report.	September 2018
Youth Gateway – project delivery will conclude.	March 2018
Youth Gateway – End of Project report submitted to Chief Executives’ Group.	June 2018
Working Matters – performance reporting to the Chief Executives’ Group.	Ongoing
Working Matters – project delivery concludes.	March 2019

4.10 STAKEHOLDER ENGAGEMENT AND RELATIONSHIP MANAGEMENT

Delivery of the City Deal and our Economic Action Plan involves a wide range of stakeholders from within individual member authorities and other local, regional and national partners.

Communication and Marketing activities need to be coordinated and approaches agreed with partners involved. Likewise, for those delivering, supporting and governing the Programme – information on the people and groups involved, their roles and reporting structures is important.

In the year ahead, activities to build engagement will increase, as a means to grow support, awareness and to maximise opportunities for residents/businesses to benefit and participate.

<p>GCR Communication and Marketing Group meeting. PMO role to chair, set agenda, provide update on progress and seek input/discussion on communication and marketing activities/opportunities. Flag up any arising Risks, Issues, FOIs or journalist' enquiries.</p>	<p>24 January, 21 March, 23 May, 1 August, 18 September, 27 November</p>
<p>Programme Meeting Plan and Meeting Map.</p> <ul style="list-style-type: none"> Review and update Share with stakeholders. 	<p>Summer 2018</p>
<p>Group Role and Remits.</p> <ul style="list-style-type: none"> Review and update Share with stakeholders. 	<p>Summer 2018</p>
<p>Ongoing liaison with other partner Communication leads to discuss opportunities, facilitate events or visits and maximise communication opportunities:</p> <ul style="list-style-type: none"> SPT, Glasgow University (ICE and Commission), DWP, MediCity Scottish Government/UK Government (and Scotland Office) 	<p>Ongoing</p>
<p>Develop an annual engagement plan, in liaison with LPSG, Chambers of Commerce and other stakeholders. To include relevant business events, supplier engagement sessions, exhibitions and opportunities to present.</p>	<p>April 2018</p>
<p>Activities to engage with GCR business community to explore shared messaging/seek input and maximise opportunities for local companies to benefit. Liaise with SDP, FSB and Chambers of Commerce and so on. Activities to engage with third sector and other organisations to seek support for projects and campaigns, as required.</p>	<p>Ongoing</p>
<p>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.</p>	<p>Ongoing</p>
<p>Ongoing liaison with Communication and Marketing contacts within other City Deals to share and gain learning.</p>	<p>Ongoing</p>
<p>Maintain/build stakeholder contact database.</p>	<p>Ongoing</p>

4.11 COMMUNICATION AND MARKETING

The PMO is responsible for provision of Communication and Marketing support for the City Deal. More recently this has been expanded to include support the Regional Economic Strategy and eight Portfolios,

The scope of activities spans strategic overview through to delivery of day to day activities.

Priorities for the year ahead will be to:

- Consolidate messaging around City Deal and City Region
- Establish communication and marketing requirements/corresponding resource for GCR Portfolio Groups
- Build engagement with relevant GCR organisations that can support our communication efforts and expand messaging to a wider audience
- Grow our social media presence and activities using video to promote decisions taken by Cabinet and progress in our plans.

Strategy

Update/develop the Communication, Marketing and Stakeholder Engagement Strategy. In 2018 this will involve the visioning and scoping out of activities to include the Glasgow City Region Economic Strategy.

The strategy will be developed with input from the 8 partner councils and ultimately be approved by Cabinet.

March 2019

Planning

Develop an Annual Key Milestone schedule for sharing with partners and managing communication opportunities.

Issue an updated version monthly, with updated information provided by all member authorities/PMO. Share with key partners and the PLG.

Maintain an annual record of key activities, events and milestones

April 2018
Monthly

Annual

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 to 8 Portfolio Groups, ensuring consistency of approach

Ongoing

4.11 COMMUNICATION AND MARKETING

Messaging

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

- Glasgow City Deal
- Glasgow City Region
- GCR approach to Inclusive Growth

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

Member Authorities to develop Fact Sheets for individual projects.

June 2018

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

November 2018

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.

Carry out a review of the Website, seeking input from partners.

Consider changes required to incorporate focus on GCR and work of the Portfolios. Based on findings, develop a plan to revisit content and design, as required.

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

Ongoing

Monthly

April 2018

January 2018

4.11 COMMUNICATION AND MARKETING

Social Media

Day-to-day management of GCR Twitter and you tube accounts; ensuring they remain fit for purpose, accessible and regularly updated with engaging content.

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

To review/update GCR Social Media strategy.

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

Ongoing

April 2018

January 2019

Marketing Materials

Scope/develop (via third parties and partners) quality marketing materials and collateral, including Annual Report, Implementation Plan, quarterly Procurement Plan leaflet, GCR Investment brochure and others as required.

Ongoing

Events and Visits

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

Co-ordination/management of relevant programme events

Ongoing

4.12 COMMISSION AND ELB

The Commission will develop an approach to operationalising Inclusive Growth within the context of the City Deal and provide a report to Cabinet.

June 2018

The Commission will play an ongoing role in supporting the PMO, Member Authorities, and the National Evaluation Panel in the planning and implementation of monitoring and evaluation for Gateway Review 1.

Ongoing

The Commission will undertake a gap analysis research into lessons learned from city deals elsewhere. This will consider other city, growth, and devolution deals from across the UK and consider policy themes such as skills and employment, innovation, housing, enterprise, land-use, digital capability, business support and inward investment. A report will be provided to Cabinet .

June 2018

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

Ongoing

4.13 TRANSPORT

The Cumulative Transport Assessment (required by the Assurance Framework SAF) was completed in January 2018. The Transport Appraisal Group (TAG) will continue to support the Transport Portfolio on relevant issues, including:

Providing an overview of, and support for, transport issues at a national and regional level.

Ongoing

Through a TAG sub-group, taking forward the development of the GCR Strategic Transport Plan and other relevant issues in the Economic Strategy and Action Plan.

Ongoing

Liaising with SPT in the review of the Regional Transport Strategy.

Ongoing

Responding on behalf of the City Region to relevant consultations.

Ongoing

Reviewing transport related issues for Infrastructure Programme Business Cases.

Ongoing



EIGHT PARTICIPATING LOCAL AUTHORITIES

