

# Glasgow City Region Cabinet Induction Pack



## Glasgow City Region CITY DEAL IN NUMBERS



member local authorities



**£1.13 billion**  
Infrastructure programme



**£18.7 million**  
funding to support Innovation  
and Business Growth



**£24.6 million**  
Skills and Employability schemes

**26 PROJECTS**

**£3.3 billion** £  
private sector  
investment

**£2.2 billion** £  
additional GVA  
per annum

**Over £1 billion** £  
of Scottish and UK  
Government capital funding

**£3.3 billion** £  
of private sector investment  
to the area

Growing the Region's economy  
**£2.2 billion** £  
in additional GVA per annum

Spreading the benefits of  
economic growth ensuring  
deprived areas benefit



Delivering  
**29,000**  
jobs



Working with  
**19,000**  
unemployed  
people



Supporting  
**5,600**  
people back  
into work

**8 local authorities**  
with Scottish and UK Government funding



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Public realm and place-making improvements in Glasgow City Centre will include traffic management, bus priority and cycle infrastructure, surface water management and street trees.

# A. Overview

## A1. Glasgow City Region

Glasgow City Region, one of the largest regions in the UK, is Scotland's powerhouse. With a population of 1.8 million, it is home to 29% of Scotland's businesses and base for 33% of the nation's jobs. A key engine of economic growth for both Scottish and UK economies, it generates around 32% of Scotland's GVA.

It comprises of eight Member Authorities: East Dunbartonshire Council; East Renfrewshire Council; Glasgow City Council; Inverclyde Council; North Lanarkshire Council; Renfrewshire Council; South Lanarkshire Council and West Dunbartonshire Council.

The eight City Region Member Authorities have an established history of successful collaboration which has been vital to the economic transformation of the region in recent decades, following the decline of its traditional industries. As a result of action taken to date, the city region has undergone economic transformation, re-emerging as a major economic centre in the UK.

The Region benefits from numerous economic assets:

- existing strengths in financial services, life sciences, engineering, manufacturing and construction as well as creative and media industries,
- successful universities, further education and research institutes provide the space for both innovation and the people who will drive the city's development, and we also
- benefit from a highly skilled workforce across a wide range of industries.

However, it also faces various challenges that act as barriers to future economic growth:

- high rates of long-term unemployment,
- poor survival rates for business start-ups (compared to similar UK cities),
- a high number of stalled development sites in key locations, and
- pressures facing existing transport infrastructure.

Major socio-economic challenges remain and there is a pressing need for inclusive growth. As such there are key reasons why the Glasgow City Region makes a compelling case for the City Deal investment of its scale; ones that ensure that benefits of growth within the city region will also be felt at the Scottish and UK levels.



## A2. Background to the City Deal

The Glasgow City Region City Deal is the first and largest City Deal in Scotland, and one of the largest in the UK.

The partnership of eight neighbouring local authorities, with Glasgow as lead authority, was the first ever City Deal to benefit from funding from both the UK and Scottish Governments, with £500 million provided from each for infrastructure investment and local authorities borrowing a further £130million. The £1.13 billion infrastructure fund will deliver around 20 projects focusing on improving connectivity including public transport and unlocking new sites across the region for housing, development and employment over the next 10-20 years. Together with a further six projects for innovation, skills and employment - the City Deal will enable a programme of work which will greatly add to the value of the local economy over the next 20 years.

The City Deal investment directly support the Scottish Government's economic ambitions of Increasing Competitiveness and Tackling Inequality as identified in Scotland's Economic Strategy (March, 2015), and promote its four priorities of investment (people, infrastructure and assets), innovation, inclusive growth and internationalisation. In order to ensure alignment, Glasgow City Deal Member Authorities recognise the importance of working with partner agencies, such as Scottish Enterprise and Skills Development Scotland.

The formal City Deal agreement was signed in August 2014 by the eight Glasgow City Region Member Authorities with the UK and Scottish Governments. This agreement sets out partner commitments in relation to funding, governance and reporting and explains how the City Deal will support the local area to achieve its shared long term vision for the local economy.



## A3. What will the Glasgow City Region City Deal deliver?

The City Deal will benefit People, Communities and Business across the Glasgow and the Clyde Valley. Over its lifetime, it has been estimated that the City Deal will:

- Support an overall increase in the economy of around 29,000 jobs.
- Work with 19,000 unemployed residents and support over 5,500 back into sustained work.
- Secure £1 billion of Scottish and UK Government capital funding.
- Lever in an estimated £3.3 billion of private sector investment.
- Deliver £2.2 billion in additional Gross Value Added (GVA) per annum (a 4% uplift) across the city region.
- Spread the benefits of economic growth across the whole Region, ensuring deprived areas benefit.



## A4. Selection of projects

The original bid for the City Deal and programme assembly process was developed by Member Authorities with other organisations and partners, recognising the relative economic advantages and challenges faced by the region. The City Deal seeks to maximise the economic benefits for the Glasgow City Region and Scotland through the delivery of a programme of high impact investments. In order to ensure this occurs, at the outset Member Authorities engaged in an exercise to identify projects which not only maximise the economic outputs at a project level, but which also deliver positive economic benefits for the Glasgow City Region and Scotland collectively as a programme. A brief history of the process is highlighted below:

- During 2013, a Programme Assembly exercise was carried out that involved modelling the economic impacts of a list of approximately 80 potential Infrastructure projects, and prioritising them in order of GVA return.
- At the beginning of 2014, twenty high level projects were selected.
- These formed the basis of the City Deal infrastructure submission.

Recognising the challenges in relation to labour market and innovation, a further 6 projects were introduced.

From the initial list a programme Business Case was created and individual project business cases were developed to ensure the outcomes from the initial modelling exercise remained valid and relevant.

Part 2 of the Assurance Framework sets out considerations around how new projects might be identified and introduced. The Assurance Framework is the document that guides the governance of the City Deal.

## A5. Governance

The Glasgow City Region City Deal Programme is underpinned by a robust governance process and arrangements designed to ensure that public money delivers agreed outcomes.

Following agreement to enter into a City Deal with the UK and Scottish Governments, the eight Member Authority Leaders agreed to establish a Joint Committee constituted under Section 57 of the Local Government (Scotland) Act 1973. The Joint Committee is known as the Glasgow City Region Cabinet and was constituted on the 19th January 2015. The Cabinet is responsible for decision making in relation to the Glasgow City Region City Deal. Additionally, the Cabinet deals with issues relating to economic development and regeneration across the Glasgow and Clyde Valley Region, and any other areas of activity agreed by them. Meetings are held every eight weeks and are open to the public. Details of meeting dates and Cabinet papers are available to the public through the City Deal website. The Cabinet approves the Business Cases for the respective investments.

The Assurance Framework is the formal document which sets out how the Glasgow City Region City Deal will be governed and managed. Approved by the Cabinet in March 2015, it consists of three parts: The Glasgow City Region Cabinet; guidance on programme and project implementation; Programme and Project Governance, including management arrangements and the Programme Management Office.

A Programme Management Office administers and manages the Programme; manages project business case approvals, liaises with the UK and Scottish Governments and other stakeholders; analyses and reports on the benefits and delivery of projects and the overall programme.

Reporting on the progress and status of the construction elements of approved projects within the Infrastructure Fund is undertaken at two levels: at an individual Member Authority level and at a City Deal PMO level. This is served by the production of the following reports:

- Project Status Report, and
- Member Authority Progress Report.

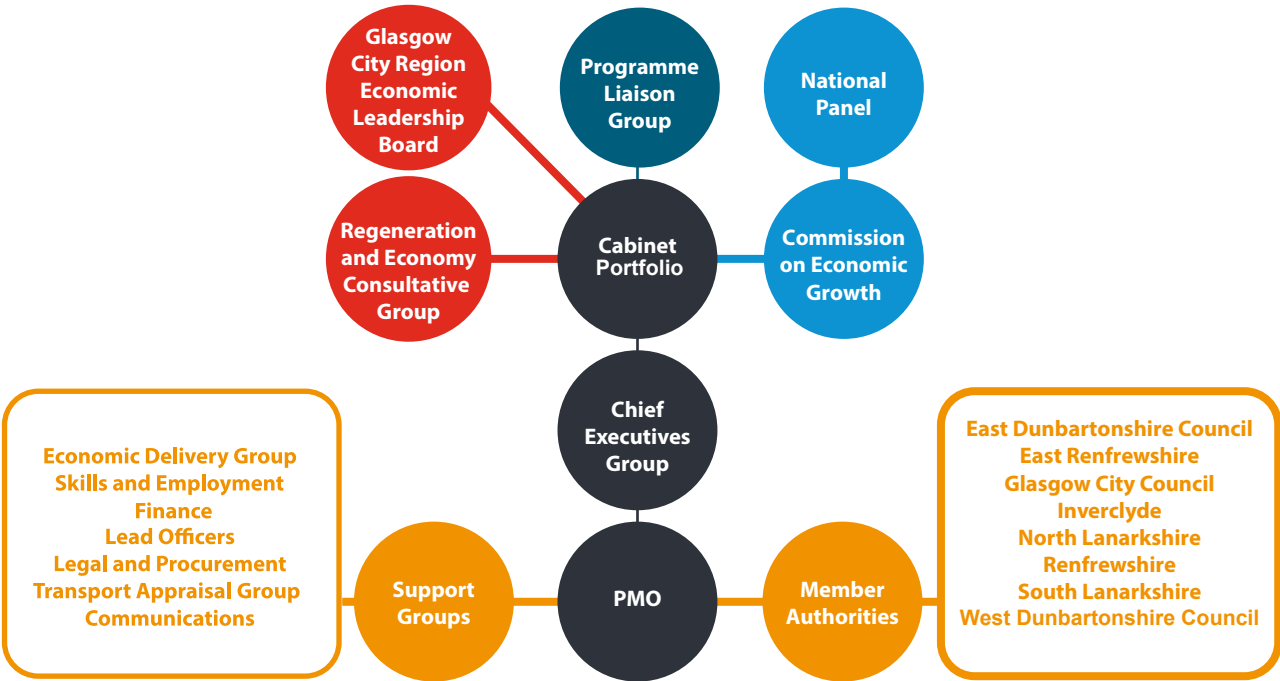
The Project Status Report is the main vehicle for recording, monitoring and reporting project progress and compliance with the terms of the grant agreements. The 4-weekly Project Status Report provides an auditable record of project monitoring and management information and is a key tool in ensuring the UK and Scottish Governments; the Cabinet; Chief Executives' Group, and the PMO receive regular, scheduled updates on specific projects. It provides a clear record of milestones and is a basis for project scrutiny and analysis using the Red/Amber/Green (RAG) system for recording the status of a project across a number of key monitoring areas.

On a 4-weekly basis, the PMO meet with representatives of the Scottish and UK Governments and provide an update on the City Deal Programme

A number of groups support the Cabinet including: the Chief Executives' Group; Finance Strategy Group; Economic Delivery Group, the Commission on Economic Growth and the

The ELB will provide links to industry which will assist in the maximisation of the benefits of the investment programme undertaken through the City Deal. Appendix V sets out the formal role and remit and group membership.

In relation to how governance arrangements are working in practice, the Programme is subject to an ongoing series of Audits, with a formal Audit Plan produced and implemented annually. This is managed by Glasgow City Council as lead authority. Progress, findings and any recommendations from these activities are reported to Cabinet.



Glasgow City Region Economic Leadership Board (ELB). These groups have the ability to evolve to reflect the development of the GCR regional partnership. Representatives from Department for Work and Pensions and Jobcentre Plus play an active role, in matters relating to the delivery of the labour market programmes.



Ten new commercial units developed at Crossmill Business Park in Barrhead with an adjacent 17-acre former factory site prepared for private sector investment, supporting business growth and providing employment opportunities.

## A6. Progress to Date

Good progress continues to be made, with a number of key milestones already achieved, significant funding approved and many projects already successfully completed or underway.

May 2016 saw the opening of The Tontine, a new £4 million centre for business incubation and development in Glasgow's Merchant City, delivered with support from the eight Member Authorities, Business Gateway and Scottish Enterprise. The Tontine is set to improve the medium and long-term sustainability and growth rates for start-ups in the city region, is anticipated to create 536 new jobs and inject £53.6million into the region's economy over the five year period of the project.

MediCity Scotland, a dedicated medical technology incubation facility has opened in Newhouse, North Lanarkshire, established with the support of £1.012million in capital investment from the City Deal, with funding from the UK Department of Business Innovation and Skills, matched with contributions from BioCity Scotland Limited, North Lanarkshire Council and Scottish Enterprise. The facility brings together academics, entrepreneurs, clinicians and business support services to assist the development of new healthcare services and medical technology. Over the next five years the facility aims to support up to 50 new med-tech businesses and 150 jobs, develop links between the commercial and academic communities and showcase Scotland to inward investment opportunities in this growing field.

In July 2016, East Renfrewshire Council completed the first infrastructure project of the City Deal, with ten new commercial units developed at Crossmill Business Park in Barrhead and an adjacent 17-acre former factory site being prepared for private sector investment, supporting business growth and providing employment opportunities. In February 2017, the Cathkin Relief Road opened in South Lanarkshire, the first major City Deal transport project. This new road will enhance the local strategic road network, improve infrastructure to employment areas across Rutherglen and Cambuslang and reduce traffic impacts on neighbouring residential roads.

More recently, in March 2017, the world-leading Imaging Centre of Excellence officially opened at the Queen Elizabeth Hospital in Glasgow. This unique medical research facility was built in collaboration with NHS Greater Glasgow and Clyde and with £16m funding from the Medical Research Council and Glasgow City Region City Deal. ICE brings together world-leading research, cutting edge technology and international business investment under one roof and will act as a hub for translating science into economic and patient benefit





Strathclyde Park, North Lanarkshire

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 £88m to the local economy.

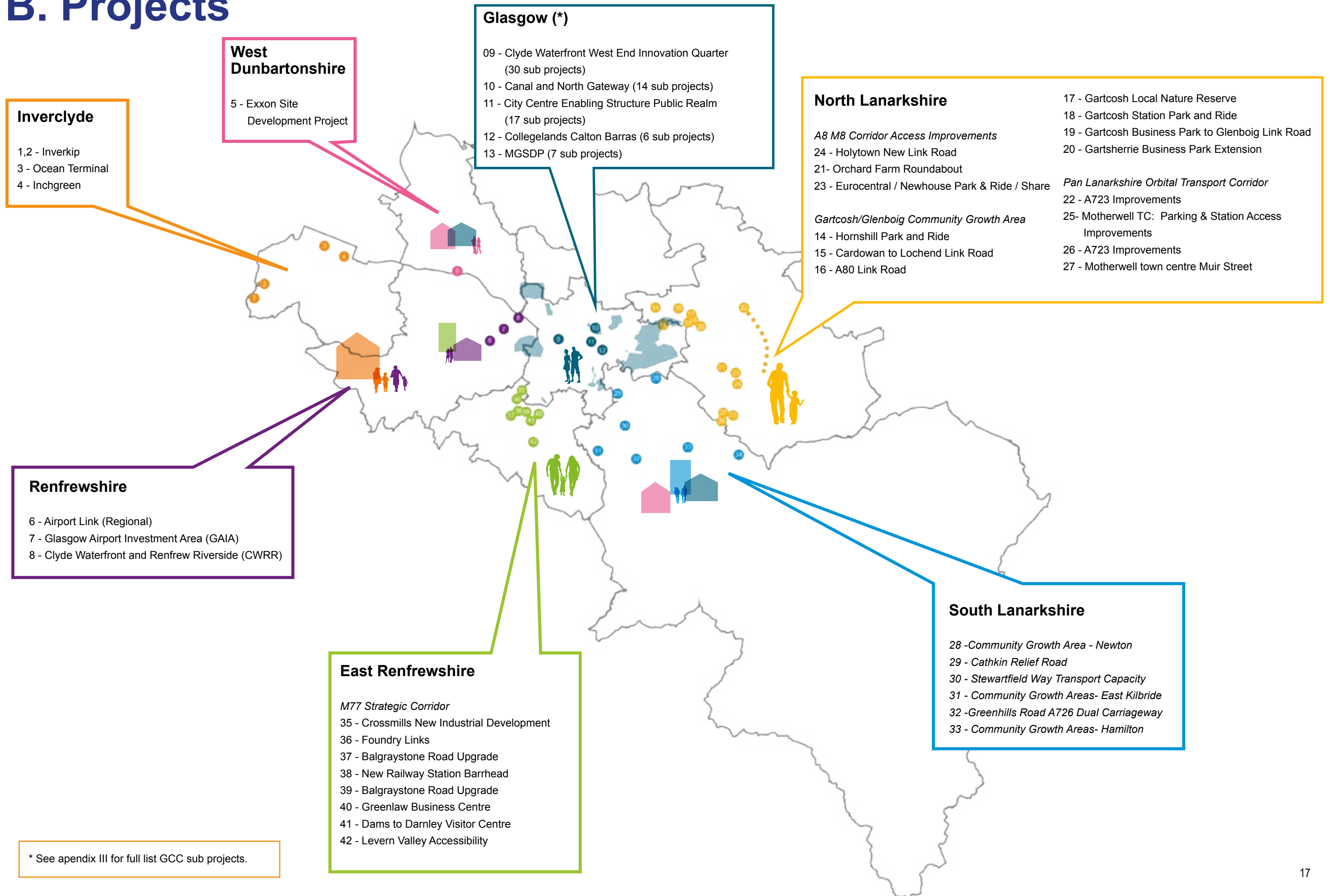
In relation to the Skills and Employability initiatives, a recent independent evaluation was carried out on the Working Matters project, which provides specialist support tailored to meeting individual needs of vulnerable residents whose ability to work is affected by issues such as illness or disability. The report (January 2017) demonstrates the positive impact the program is having on participants and shows the early success in meeting the complex challenge of providing an effective service that addresses the tangible and intangible barriers faced by participants. The In-Work Progression pilot is underway supporting the training and development of staff in the Care sector in low income jobs, boosting wages and reducing reliance on in-work benefits. The third employability project, Youth Gateway, an integrated employment programme for young people (Aged 16 - 24), will work with 15,000 people over the next three years, helping 5,000 into sustained work. It is on track to exceed targets across the region.

In autumn 2015 the City Region Cabinet commissioned an Enterprise Review as part of the Enterprise Portfolio's early actions. The scope of the Review covered a wide range of research and interpretive elements including gaining a clearer understanding of current enterprise support across the region and how this compares with some of the other English and Scottish city regions. The Review coincided with the Scottish Government's review of Skills and Enterprise Agencies and has sought to dovetail with that where possible. The Review recommended a number of specific initiatives including commitment to, definition and communication of a single enterprise over for the city-region and the development of a Glasgow City Region Business Gateway service. A further recommendation supported by the City Region Cabinet was the development of a business case for an "Intelligence Hub" to serve the city region agenda. This could take on a number of forms but would see academia and existing enterprise agency resources being brought together into a single focused entity to help understand and plan for the future sustainable and inclusive growth of Glasgow city region. This follows a model utilised successfully in other city regions such as Manchester.

A further positive outcome of City Deal work is the Skills Investment Plan which sets out a vision, ambitions and aspirations for the City Region for the next twenty years - a plan to match education and training provision in the City Region to upcoming job opportunities in relation to City Deal projects.



# B. Projects





The Imaging Centre of Excellence at the Queen Elizabeth Hospital in Glasgow brings together world-leading research, cutting edge technology and international business investment under one roof and will act as a hub for translating science into economic and patient benefit for Glasgow,

## B1. Summary

The programme of 26 projects is spread over three themes: Infrastructure, Skills and Employment, Innovation and Business Growth.

### Infrastructure:

A £1.13 billion fund will support around twenty major infrastructure projects across the region for roads, bridges and improved transport infrastructure, quay walls, remediation, construction, public realm works, assisting further capital developments for housing, retail and commercial, and all of the supporting services to deliver these.

The Infrastructure Fund represents a once-in-a-generation opportunity to deliver a step-change in the economic potential of the region and drive long-term growth, a significant proportion of which will be met at the national level. The Infrastructure Fund was established to support the delivery of:

- enhanced transport infrastructure across Glasgow and the Clyde Valley;
- the unlocking of new sites for housing and employment; and
- improved public transport across the region.

Projects have been designed to deliver end-users and inward investors from industries with high GVA per employee including finance, engineering and aviation. Improved productivity is targeted via projects and initiatives to facilitate company growth and relocation to more efficient locations and properties, thereby increasing economic activity. The region's work-force will be enabled and encouraged to travel to new locations and jobs through a more efficient and better-connected transport system, and inward investors will be attracted by access to skilled and mobile workers who can access the key investment locations.



### Skills and Employment:

Three labour market projects will help to address local employment challenges:

- A new £9 million employment scheme for individuals in receipt of Employment Support Allowance will work with 4,000 people, assisting at least 600 into sustained work.
- A £15 million integrated employment programme for young people (Aged 16 – 24) will work with 15,000 young people over the next three years, helping 5,000 into sustained work.
- A pilot labour market progression programme in the Care sector will support the training and development of staff in low income jobs, boosting wages and reducing reliance on in-work benefits.

### Innovation and Business Growth:

Three projects to support the growth of small and medium enterprises and enhance the life sciences sector:

- The development of the Glasgow University led Imaging Centre (ICE) of Excellence at the new Queen Elizabeth II Hospital Campus will provide ground-breaking medical research and commercialisation facilities for clinical researchers and companies developing new products and services in the life science sector. ICE has secured £16 million of City Deal funding from the Department for Business, Innovation & Skills.
- The £4 million MediCity Scotland facility based at Eurocentral Business Park brings together academics, entrepreneurs, clinicians and business support services to boost the development of new healthcare services and medical technology. This project is expected to create 150 jobs within new med-tech companies over the next 5 years.
- The development of The Tontine, a new £4 million centre for business incubation and development in Glasgow's Merchant City. This five year project will provide quality, flexible work spaces for growing small to medium sized enterprises and a highly focused account managed service from dedicated business advisers.

*A short overview of each project is provided in Appendix III and further details, including a map showing project locations, can be found on the City Deal website – [www.glasgowcityregion.co.uk](http://www.glasgowcityregion.co.uk) Appendix VI provides a summary of Business Case submissions for each project.*

## B2. Project Approval Process

All projects are driven by a Business Case which identifies the rationale for the project and is regularly updated at the key stages of the project. The Business Case seeks to establish that the proposed project will:

- meet the business need;
- take forward the most appropriate option;
- be achievable;
- be affordable, and
- offer value for money.


Upon project completion, three distinct versions of the Business Case will have been prepared, each an updated iteration of the previous:

- Strategic Business Case (SBC);
- Outline Business Case (OBC), and
- Full Business Case (FBC).

A central independent appraisal team is located within the PMO to assess and scrutinise individual Business Cases and make independent recommendations for decision to the Cabinet via the Chief Executives' Group. Project Business case submissions will be appraised by the PMO using guidance from, but not restricted to, Her Majesty's Treasury Green Book and reference to the Programme Business Case. Where necessary expertise does not exist within the PMO to fulfil this responsibility, approval will be sought from the Chief Executives' Group for the PMO to commission and manage external consultants to undertake this exercise on its behalf.

An Appraisal Report is provided by the PMO to the relevant Member Authority outlining whether the appropriate criteria have been met and indicating areas where further information is required.

Business cases which have met the criteria are recommended by the PMO for approval to the Chief Executives' Group. A representative of the relevant Member Authority will be required to present the Business Case to the Chief Executives' Group, upon which a decision will be taken as to whether the Business Case should progress to the Cabinet for approval. Where amendments/additions are requested prior to progressing to the Cabinet for approval, the PMO will be responsible for ensuring these are progressed prior to submission.



The following permissions will be granted following approval of each version of the BusinessCase:

- The approval of the Strategic Business Case gives permission to develop the Outline Business Case. The Cabinet can at this stage authorise preliminary expenditure on non-capital items identified in the SBC.
- The approval of the Outline Business Case gives permission to implement the Procurement Strategy up to, but not including the selection, of the preferred solution/contractor. The Cabinet can at this stage authorise preliminary expenditure identified in the OBC.
- Approval of the Full Business Case gives permission for investment, including awarding of contracts, and provides approval for the City Deal grant funding.
- Investment decisions will ultimately remain the remit of the Cabinet. As such, Member Authorities or other members who represent the project promoter for a Business Case will be asked to withdraw from decisions regarding that Business Case or the approval of a specific project.

## C. National Panel

A number of cities and city regions across the UK have secured innovative infrastructure funding mechanisms as part of individual City Growth and Devolution Deals agreed with the UK Government. While each deal is different, the common thread running through all is that well-targeted investments at a city region level can unlock economic growth in city regions and nationwide.

For reasons of consistency and cost, a single approach to evaluating the impact of city deals has been agreed by the governments and cities. Working in partnership, eleven UK City Regions (Glasgow City Region, Greater Cambridge, West Yorkshire and Greater Manchester, Sheffield City Region, the North East, Tees Valley, the West Midlands and Liverpool City Region) have appointed a National Evaluation Panel, an independent advisory panel to create and implement a rigorous economic impact evaluation of their programmes of local growth interventions. The evaluation will inform the government's five yearly Gateway Reviews; the first of which is in 2019. The National Evaluation Panel is currently developing an evaluation framework and, in conjunction with the Commission on Economic Growth, and this will help to measure the impact of the City Deal on Glasgow City Region.





The Cathkin Relief Road in South Lanarkshire is the first major City Deal transport project to be completed. It will enhance the local strategic road network, improve infrastructure to employment areas across Rutherglen and Cambuslang and reduce traffic impacts on neighbouring residential roads.

## D. Commission on Economic Growth

The Commission chaired by Professor Anton Muscatelli, acts as the principal economic advisers to the Glasgow City Region Cabinet. It also has a key role in establishing a local framework that contributes to the wider evaluation of the GCR City Deal and in liaising with the National Evaluation Panel.

Commission Members were appointed in June 2016 and will serve for 5 years.

- Professor Anton Muscatelli (Chair) – University of Glasgow
- Lorna Kelly – Head of Primary Care Support and Development, NHS Greater Glasgow and Clyde
- Professor Alan McGregor – Training and Employment Research Unit, University of Glasgow
- David Middleton – former Chief Executive of Transport Scotland
- Des McNulty – Dean, Public Policy & Knowledge Exchange, University of Glasgow
- Professor Duncan McLennan – Professor of Public Policy, University of Glasgow
- Professor Graeme Roy – Director, Fraser of Allander Institute

## E. Evaluation of the City Deal

In order to meet the requirements for the gateway reviews in 2019, 2024 and 2029 and unlock the future tranches of funding, the City Deal will be assessed against the national and local evaluation frameworks that will be established by the National Evaluation Panel and the Commission on Economic Growth. Once these have been drafted they will be brought to the Glasgow City Region Cabinet for discussion.





The Tontine, a new £4 million centre for business incubation and development in Glasgow's Merchant City will improve the medium and long-term sustainability and growth rates for start-ups in the city region, create 536 new jobs and inject £53.6million into the region's economy.

## F. Programme Business Case Development

A key part of the governance arrangements for the Glasgow City Region City Deal Programme is the development of a programme level business case.

The programme level business case serves two main purposes:

- Setting out how the Programme will deliver the expected cumulative outputs through the various work-streams and projects within the programme, and
- Setting out how the Programme will be delivered and managed, through the Programme plan and Programme governance arrangements.

The Programme Business Case has three elements – the Programme (reflects the story of City Deal, Assurance Framework and makes connections between the structure), the Annual Implementation Plan (sets out what we intend to achieve at a high-level each year for the next 20 years) and lastly but most significantly, the Economic Business Case (this indicates what the Glasgow City Region will achieve in economic growth over the next 20 years and will form the baseline in future Gateway reviews).

The City Deal consists of 20 infrastructure projects, each selected through rigorous economic modelling which took an initial 80 projects through a modelling exercise identified from a Glasgow and Clyde Valley region perspective to deliver the best performing economic programme.

The programme also includes a number of Innovation and Employment and Skills projects to stimulate business growth and sustained employment. The programme also has links to the individual and regional regeneration plans within a national planning context. The local authorities will ensure that the City Deal programme is fully taken into account in future economic strategy development; strategic planning; transport and land use planning; and skills development.

However, it is important to note that none of these projects can be viewed in isolation. The identified benefits are realised as part of an overall programme of activity.

An updated Programme Business case was approved by Cabinet in December 2016.





Clyde Arc, Glasgow

## G. Communication and Marketing

A Communication, Marketing and Stakeholder Engagement Strategy for the Glasgow City Region City Deal was approved by Cabinet in June 2016. The strategy was informed by the findings and recommendations from an independent consultation exercise across 70 stakeholders held in late 2015 / early 2016. This exercise identified partner priorities for the City Deal as:

- Economic growth: bringing additional jobs, homes, infrastructure and investment to the region;
- Collaboration: a vehicle for increasing cross-authority working and co-operation.

The exercise supported the decision to develop the brands: Glasgow City Region City Deal and Glasgow City Region.

The strategy sets out the approach and principles for communication and marketing activities. This includes a media protocol; the City Deal website - [glasgowcityregion.co.uk](http://glasgowcityregion.co.uk); Twitter - @GlasgowCityDeal and a Glasgow City Region City Deal YouTube channel. The website provides general background, summary details on each of the 26 projects and regular news updates on progress.

Partner update briefings are produced quarterly and issued by e-mail to Member Authorities and key partners. Media releases continue to be issued by the PMO and Member Authorities in relation to updates on the Programme and projects, with ongoing positive media coverage generated locally, regionally and nationally. Communication and Marketing Plans are being developed by Member Authorities for all City Deal projects. These set out a narrative about the projects, activities at a local level to promote projects underway, their benefits, impacts and timelines.

Member Authorities have conducted a range of public and business engagement in regard to the City Deal Programme and Projects via public consultation events, exhibitions, charrettes and business forums. Individual Member Authorities promote information about City Deal news, regional and local projects at a local level through a range of channels and activities, including websites, newsletters and public meetings.

More generally, presentations on the City Deal have been delivered by the PMO to more than 2,000 individuals / businesses over the past three years. Engagement with the business community to date has largely been in the form of supplier engagement sessions to provide information about City Deal projects and contract opportunities.



Clyde Waterfront and Renfrew Riverside - view of potential development.

## H. Glasgow City Region Economic Strategy and Action Plan

In February 2017, building on the success of the City Deal, the eight partner councils launched an ambitious joint economic action plan. This move, a first in Scotland, sets out plans for City Region Member Authorities to pursue a common economic strategy between now and 2035.

Through the Economic Strategy and Action Plan, the City Region Cabinet has pledged to work together to deliver a range of ambitious targets - including 100,000 extra jobs; 6,500 new businesses, and big improvements in qualifications, training and skills. Thousands of hectares of vacant and derelict land will also be brought back into use and support the building of 110,000 new homes.

Over the coming months, the ambition is to see a significant increase in the level of collaboration with public sector partners in government, universities and colleges, and in the skills and enterprise agencies. Deeper engagement with the business community and the private sector will help to guide the City Region to setting the right conditions for growth.

To support the delivery of the plan, eight Portfolios have been established, with responsibilities as follows:

- Land Use and Sustainability - East Dunbartonshire Council
- Infrastructure and Assets - East Renfrewshire Council
- Inward Investment and Economic Growth - Glasgow City Council
- Tourism and Destination Marketing - Inverclyde Council
- Transport and Connectivity - North Lanarkshire Council
- Enterprise - Renfrewshire Council
- Skills and Employment - South Lanarkshire Council
- Housing and Equalities - West Dunbartonshire Council





Titan Crane, Inverclyde

# Appendix I: Cabinet Role and Remit

Group Name	The Glasgow City Region Cabinet
Scope	<p>To be the ultimate decision making body in the governance structure, responsible to the UK and Scottish Governments, acting in the joint interests of the eight participating local authorities across Glasgow and the Clyde Valley.</p> <p>To provide strategic decision-making, leadership and commitment to the Programme, to be responsible for all City Deals related projects and to review and approve progress of the Programme.</p> <p>To determine the Strategic Economic Development priorities for the Glasgow and Clyde Valley Region.</p> <p>To deliver the City Deal.</p> <p>To approve the remits of the Independent Commission on Urban Growth; the Glasgow and Clyde Valley Economic Leadership Board; and the Regeneration and Economy Consultative Group, To develop, review and implement governance arrangements for the Cabinet, the Chief Executives' Group, any sub-committees and Portfolios and approve procedural standing orders.</p> <p>To approve the annual budget and any review or amendment of the budget.</p> <p>To ensure that funds are used:</p> <ul style="list-style-type: none"> <li>in accordance with relevant rules concerning capital and revenue expenditure</li> <li>legally and appropriately and demonstrate Best Value</li> </ul> <p>To ensure that the Assurance Framework is being adhered to.</p> <p>To deal with any other areas of activity as are delegated to it by the Member Authorities.</p> <p>The Chair of the Cabinet will act, where necessary, as the point of contact for both the UK Government and Scottish Government Ministers with regard to the implementation and management of the City Deal</p> <p>The eight full members will operate on a one member, one vote basis. For the Infrastructure Fund, voting will apply to all members with approved infrastructure projects. The Joint Committee agreement, drawn up between the parties, sets out the decision making and arbitration processes in detail.</p> <p>The Cabinet shall regulate the delivery of the City Deal and set the key performance standards to be met to ensure compliance with arrangements in place with the Scottish and UK Governments. It shall act as the strategic point of contact for the Scottish and UK Governments.</p>
Frequency	Every Eight weeks
Meeting Recorded	Yes
Published	Yes



## Appendix II: Portfolios - Role and Remit

### Transport and Connectivity Portfolio

Member Authority / Portfolio Lead: North Lanarkshire Council  
Chief Executive: Paul Jukes

#### Purpose:

The Transport & Connectivity Portfolio seeks to improve links between communities, jobs, learning and leisure opportunities, enabling goods, services and people to move freely within the Glasgow City Region, nationally and internationally and broadening choice between walking, cycling, driving, sailing and flying.

#### Role and Remit:

- To deliver the relevant actions within the Glasgow City Region Economic Strategy & Action Plan relating to the portfolio.
- To provide regular updates on progress towards delivering the actions and ambitions contained within the Glasgow City Region Economic Strategy & Action Plan.
- Develop and deliver a Glasgow City Region Strategic Transport Plan
- Provide strategic guidance on the transport aspects of delivering the City Deal Programme and the Regional Economic Strategy & Action Plan
- Champion the needs of transport and connectivity at the City Deal Cabinet
- Respond on behalf of Cabinet to issues that relate to the Transport and Connectivity Portfolio
- To develop additional policies or activities that can identify or maximise the economic benefits delivered by transport and connectivity within the City Region.
- As required, to liaise with Glasgow City Deal Economic Commission and the Glasgow City Region Economic Leadership Board.

### Enterprise Portfolio

Member Authority / Portfolio Lead: Renfrewshire  
Chief Executive: Sandra Black

#### Purpose:

The majority of businesses in Glasgow City Region are SMEs. The Enterprise portfolio will focus on increasing the number of business start-ups, as well as helping to create the right conditions for existing businesses to become sustainable and grow.

#### Role & Remit

- To deliver the relevant actions within the Glasgow City Region Economic Strategy & Action Plan relating to the portfolio.
- To provide regular updates on progress towards delivering the actions and ambitions contained within the Glasgow City Region Economic Strategy & Action Plan.
- Championing the needs of business and enterprise at the City Deal Cabinet;
- Responding on behalf of Cabinet to issues that relate to the Enterprise Portfolio;
- Provide strategic guidance on the enterprise aspects of delivering the City Deal Programme and the Regional Economic Strategy & Action Plan
- Champion the needs of enterprise at the City Deal Cabinet
- Respond on behalf of Cabinet to issues that relate to the Enterprise Portfolio
- To develop additional policies or activities that can identify or maximise the economic benefits delivered by enterprise within the City Region.
- As required, to liaise with Glasgow City Deal Economic Commission and the Glasgow City Region Economic Leadership Board.

## Skills And Employment Portfolio

Member Authority / Portfolio Lead: South Lanarkshire Council  
Chief Executive: Lindsay Freeland

### Purpose:

To lead the development of a new and innovative skills and employability offer at a Glasgow City Region level within the context of the agreed City Region Economic Strategy and Action Plan. To ensure the overall investment in the City Deal programme delivers the maximum benefits possible in terms of employment opportunities and enhanced skills for the residents of the area, particularly those furthest from the labour market and experiencing disadvantage.

### Role & Remit

- To deliver the relevant actions within the Glasgow City Region Economic Strategy & Action Plan relating to the portfolio.
- To provide regular updates on progress towards delivering the actions and ambitions contained within the Glasgow City Region Economic Strategy & Action Plan.
- Deliver the Regional Skills Investment Plan
- Provide strategic guidance on the skills and employment aspects of delivering the City Deal Programme and the Regional Economic Strategy & Action Plan
- Champion the needs of skills and employment at the City Deal Cabinet
- Respond on behalf of Cabinet to issues that relate to the Skills and Employment Portfolio
- To develop additional policies or activities that can identify or maximise the economic benefits delivered by skills and employment within the City Region.
- As required, to liaise with Glasgow City Deal Economic Commission and the Glasgow City Region Economic Leadership Board.

## Tourism And Destination Marketing Portfolio

Member Authority/Portfolio Lead: Inverclyde Council  
Chief Executive: Aubrey Fawcett

### Purpose:

Glasgow City Region has a thriving tourism and visitor economy. With the City at its vibrant heart, the City Region is a destination which visitors strongly associate with culture, heritage, the arts, shopping, events, sport, festivals and as a year round destination. This portfolio will seek to grow and develop the economic benefits of Glasgow City Region as a tourism and visitor destination.

### Role & Remit

- To deliver the relevant actions within the Glasgow City Region Economic Strategy & Action Plan relating to the portfolio.
- To provide regular updates on progress towards delivering the actions and ambitions contained within the Glasgow City Region Economic Strategy & Action Plan.
- Develop and deliver a Glasgow City Region Tourism and Destination Marketing strategy
- Champion the needs of tourism and destination marketing at the City Deal Cabinet
- Respond on behalf of Cabinet to issues that relate to the Tourism and Destination Marketing Portfolio
- To develop additional policies or activities that can identify or maximise the economic benefits delivered by tourism and destination marketing within the City Region.
- As required, to liaise with Glasgow City Deal Economic Commission and the Glasgow City Region Economic Leadership Board.



## Inward Investment & Growth

Member Authority/Portfolio Lead: Glasgow City Council  
Chief Executive: Annemarie O'Donnell

### Purpose:

With a skilled working population of nearly 1.2 million, Glasgow City Region is well placed to maximise the inward investment that comes into the region. This will require the promotion of GCR and an integrated inward investment strategy.

An economically thriving city will lead to a thriving city region. Recognising the city of Glasgow as the engine of much of the anticipated regional economic growth and job creation, the ambitions for wider economic growth contained within the Economic Action Plan will be overseen by Glasgow City Council's portfolio.

### Role & Remit

- To deliver the relevant actions within the Glasgow City Region Economic Strategy & Action Plan relating to the portfolio.
- To provide regular updates on progress towards delivering the actions and ambitions contained within the Glasgow City Region Economic Strategy & Action Plan.
- Develop and deliver an integrated inward investment strategy for Glasgow City Region
- Respond on behalf of Cabinet to issues that relate to inward investment and economic growth
- Promote Glasgow City Region to potential inward investment
- To develop additional policies or activities that can identify or maximise the economic benefits delivered by inward investment within the City Region.
- As required, to liaise with Glasgow City Deal Economic Commission and the Glasgow City Region Economic Leadership Board.

## Infrastructure And Assets Portfolio

Member Authority/Portfolio Lead: East Renfrewshire  
Chief Executive: Lorraine McMillan

### Purpose:

This portfolio covers the communications networks, sewage systems, energy plants, digital connectivity and other facilities essential for the efficient functioning of the City Region and its economy.

Infrastructure is included within the Scottish Government's Economy, Jobs and Fair Work responsibility and is identified under the investment priority within Scotland's Economic Strategy 2015 and a key action area to "help Scottish businesses grow, innovate and create good quality employment opportunities". Investment in infrastructure is key to securing longer term improvements in the regions competitiveness.

### Role & Remit

- To deliver the relevant actions within the Glasgow City Region Economic Strategy & Action Plan relating to the portfolio.
- To provide regular updates on progress towards delivering the actions and ambitions contained within the Glasgow City Region Economic Strategy & Action Plan.
- To engage with infrastructure providers to negotiate an alignment of investment to help support the delivery of infrastructure projects in the City Region.
- To lead on the delivery of the infrastructure and assets requirements across the City Region and ensure that proposals reflect best practice and learning from other City Deals and related initiatives
- To negotiate and lobby on behalf of the City Region with regard to investment in assets and infrastructure
- As required, to liaise with Glasgow City Deal Economic Commission and the Glasgow City Region Economic Leadership Board.

## Land Use And Sustainability Portfolio

Member Authority/Portfolio Lead: East Dunbartonshire  
Chief Executive: Gerry Cornes

### Purpose:

Land use policy seeks to regulate the use of land by, for example, stating what sort of buildings can be built in an area, identifying land where development is restricted and for what uses land can be used (e.g. commercial, industrial, housing). Land use policy needs to ensure that an appropriate mix of land available for industrial, commercial, leisure and housing uses. Sustainability seeks to ensure that economic growth does not cause any social and environmental harm either in the present or the future.

### Role & Remit

- To deliver the relevant actions within the Glasgow City Region Economic Strategy & Action Plan relating to the portfolio.
- To provide regular updates on progress towards delivering the actions and ambitions contained within the Glasgow City Region Economic Strategy & Action Plan.
- Ensure the land use dimension of the Glasgow City Region is fully considered, and to align the City Deal programme and other developments with statutory land use planning policy and related environmental legislation.
- Ensure that the development and delivery of City Deal programme and projects contributes to the Scottish Government's overall purpose relating to sustainable economic growth, delivers social and environmental benefits and avoids harmful environmental impacts while supporting net economic benefit.
- Respond on behalf of Cabinet to issues that relate to the Land use and sustainability
- To develop additional policies or activities that can identify or maximise the economic benefits delivered by land use within the City Region.
- As required, to liaise with Glasgow City Deal Economic Commission and the Glasgow City Region Economic Leadership Board.

## Housing & Equalities Portfolio

Member Authority/ Portfolio Lead: West Dunbartonshire  
Chief Executive: Joyce White

### Purpose:

The provision of high quality housing and the role of housing in meeting need and delivering development that brings environmental improvements, is important for the continuing success of the Glasgow City Region. The Region operates as a single housing market with Glasgow at its core. The portfolio will look cover issues such as local housing needs, stock quality, fuel poverty and energy inefficiency, the mismatch of supply and demand, and the housing needs of an aging population.

Equalities - East Dunbartonshire Council will lead on the monitoring of equalities across all 8 city region portfolios. All portfolios are expected to outline relevant equalities requirements within their work plans.

### Role & Remit

- To deliver the relevant actions within the Glasgow City Region Economic Strategy & Action Plan relating to the portfolio.
- To provide regular updates on progress towards delivering the actions and ambitions contained within the Glasgow City Region Economic Strategy & Action Plan.
- Develop and deliver the Regional Housing Strategy
- Provide strategic guidance on the housing aspects of delivering the City Deal Programme and the Regional Economic Strategy & Action Plan
- Champion the needs of housing at the City Deal Cabinet
- Respond on behalf of Cabinet to issues that relate to the Housing Portfolio
- To develop additional policies or activities that can identify or maximise the economic benefits delivered by housing within the City Region.
- As required, to liaise with Glasgow City Deal Economic Commission and the Glasgow City Region Economic Leadership Board.



## Appendix III: List of Projects

Lead Authority	Project	Overview	Sub Projects	Approximate Funding
<b>Infrastructure Projects</b>				
<b>East Renfrewshire</b>	M77 Strategic Corridor	Various projects around M77 including new visitors centre, new road link, business incubation facilities, employment links, country park improvements and new rail station.	Glasgow Road corridor Levern Works Eastwood Business Incubation, Innovation Centre M77 Junction 5 Barrhead New Railway Station Barrhead South D2D Visitors Centre Foundry Links	<b>£44 m</b>
<b>Glasgow</b>	Metropolitan Glasgow Strategic Drainage	Portfolio of 14 projects including re-alignment of watercourse channel, dynamic management of Forth and Clyde Canal and surface water management interventions.	Camlachie Burn East and North Improvements South Improvements D2D Visitors Centre Foundry Links	<b>£45.8 m</b>
<b>Glasgow</b>	City Centre Enabling Infrastructure Public Realm	Public realm and place-making improvements, including implementation of traffic management, bus priority, local cycle infrastructure, surface water management interventions and street trees.	Central District St Enoch District Merchant City District	<b>£115.5 m</b>
<b>Glasgow</b>	Canal and North, including Sighthill	Site remediation and servicing, new bridges and road access, public realm improvements and implementation of public transport and active travel infrastructure.	Sighthill Remediation Sighthill Infrastructure Cowlaire Bridge M8 Bridge	<b>£83.6 m</b>
<b>Glasgow</b>	Clyde Waterfront West End Innovation Quarter	Improvements to pedestrian/cycling routes and public transport links including new pedestrian/cycle bridge, upgrading a motorway/dual carriageway junction, land remediation, environmental improvements including public realm and works to enhance access and integrity of river frontage including quay wall works.	Byres Rd/ Quay Walls Yorkhill and SECC Waterfront	<b>£113.9 m</b>
<b>Glasgow</b>	Collegelands Carlton Barras	Station upgrade, junction improvements, land remediation, access works, environmental improvements, master planning and public realm improvements.	Calton Barras Collegelands Development	<b>£27 m</b>

Lead Authority	Project	Overview	Sub Projects	Approximate Funding
<b>Infrastructure Projects</b>				
<b>Inverclyde</b>	Inchgreen	Land remediation, access works and pier upgrading.		<b>£9.4 m</b>
<b>Inverclyde</b>	Ocean Terminal	Extension of quay way and development of derelict land.		<b>£14.2 m</b>
<b>Inverclyde</b>	Inverkip	Land remediation and development of waterfront access.		<b>£3.8 m</b>
<b>North Lanarkshire</b>	A8 / M8 Corridor Access Improvements	New road infrastructure to exploit established commercial development only the A8/M8 corridor and expand road to rail freight activity, alongside park and ride/share facilities.	Holytown Link Road Eurocentral / Newhouse Park & Ride / Share Orchard Farm Roundabout	<b>£12.6 m</b>
<b>North Lanarkshire</b>	Gartcosh Glenboig Community Growth Area	A mixture of new road, junction, park and ride and commercial development to support the development of the Community Growth area, road to rail freight activity and Gartcosh business interchange.	Gartcosh / Glenboig Link Road  Wider CGA Subprojects (indicative)	<b>£66.3 m</b>
<b>North Lanarkshire</b>	Pan Lanarkshire Orbital Transport Corridor	A new East Airdrie link road from Newhouse to Stand to support orbital transport movements and heighten connectivity within the City Region alongside a package of infrastructure investment within Motherwell town centre and rail station.	East Airdrie Link Road  Muir St Extension  Motherwell Station Footbridge and Park and Ride  A723 Improvements	<b>£93.6 m</b>
<b>Renfrewshire</b>	Airport Access (Regional Project)	A new direct rail link between Glasgow Central Station and Glasgow Airport via Paisley Gilmour Street.		<b>£144.3 m</b>
<b>Renfrewshire</b>	Clyde Waterfront and Renfrew Riverside (CWRR)	New opening bridge across the River Clyde in the vicinity of Renfrew and Yoker. New Renfrew Northern Development Road and associated green network improvements.		<b>£90.7 m</b>
<b>Renfrewshire</b>	Glasgow Airport Investment Area (GAIA)	Re-alignment of Abbotsinch Road, a new crossing of the White Cart, and other improvements to open up development sites and better connect existing business parks to create an advanced manufacturing cluster and enable airport expansion.		<b>£39.1 m</b>

Lead Authority	Project	Overview	Sub Projects	Approximate Funding
<b>Infrastructure Projects</b>				
South Lanarkshire	Cathkin Relief Road	Road infrastructure works, including relief road, quality bus measures and associated pedestrian and cycling improvements at Rutherglen.		£21.6 m
South Lanarkshire	Greenhills Road A726 Dual Carriageway	Road widening to dual carriageway in East Kilbride.		£23.1 m
South Lanarkshire	Stewartfield Way Transport Capacity	Upgrading road to full dual carriageway at East Kilbride, including the provision of a flyover.		£62.2 m
South Lanarkshire	Community Growth Area	Infrastructure improvement works designed to unlock development and promote investment in key sites at Newton, Hamilton, Larkhall and East Kilbride.	Newton CGA East Kilbride CGA Hamilton CGA Larkhall CGA	£62.3 m
West Dunbartonshire	Exxon Site Development Project	Remediation and site raising works; provision of services and utilities; new road access and junction improvements.		£27.9 m
SPT	Strathclyde Bus Investment Programme (SBIP)			£30 m
<b>Business Growth and Innovation</b>				
North Lanarkshire	MediCity Scotland	MediCity, based at Euro Central Business Park, will bring together academics, entrepreneurs, clinicians and business support services to boost the development of new healthcare services and medical technology.		£1.012 m
Glasgow	The Tontine	A new centre for business incubation and development in Glasgow's Merchant City will provide quality, flexible work spaces for growing small to medium sized enterprises and a highly focused account management service.		£1.67 m

Lead Authority	Project	Overview	Sub Projects	Approximate Funding
Glasgow University	Imaging Centre of Excellence (ICE)	ICE will provide ground-breaking medical research and commercialisation facilities for clinical researchers and companies developing new products and services in the life sciences sector.		£16 m
<b>Employment and Skills</b>				
Glasgow	Working Matters	Working Matters provides specialist support tailored to meet the individual needs of vulnerable residents whose ability to work is affected by illness or disability. The project will work with 4,000 people assisting at least 600 into sustained work.		£9 m
Glasgow	In-Work Progression	This pilot project will support the training and development of staff in low income jobs in the Care sector, boosting wages and reducing reliance on in-work benefits.		£600 k
Renfrewshire	Youth Gateway	Youth Gateway, an integrated employment programme for young people (Aged 16 - 24), will work with 15,000 people over the next three years, helping 5,000 into sustained work.		£15 m



## Appendix IV: Project Business Cases

Member Authority	Main Project	Sub Project	SBC Cabinet Approval Date	OBC Cabinet Approval Date	FBC Cabinet Approval Date
<b>Infrastructure Projects</b>					
East Renfrewshire	M77 Strategic Corridor	Crossmills New Industrial Development	23/06/15	18/08/15	18/08/15
		Greenlaw Business Centre			12/12/2017
		Levern Valley Accessibility - Phase 1: Aurs Road Re-alignment			11/10/17
		Levern Valley Accessibility - Phase 2: Balgray surface accessibility			Dec 2019
		New Railway Station Barrhead South 1 - Balgraystone Road Upgrade			10/10/17
		New Railway Station Barrhead South 2 - New Rail Station Barrhead South -Bus/Train Interchange Facility			Oct 2018
		Dams to Darnley Visitor Centre			Dec 2018
		Foundry Links			12/12/2017
Glasgow	MGSDP	Camlachie Burn	18/08/15	16/02/16	11/04/17
		Cockenzie St & Cardowan			Apr 2018
		Garrowhill/Ballieston			June 2018
		Croftfoot/Kingspark/Overwood Drive			June 2018
		Drumchapel			April 2019
		Hillington/Cardonald/Darnley			Oct 2019
		Fullerton Ave/East Springburn/ High Knightswood			Oct 2019
Glasgow	City Centre Enabling Structure Public Realm	Sauchiehall Street West	18/08/15	13/12/16	06/06/17
		Smart Cities - ERDF part funded - ISL			Dec 2017
		The Underline (St George's Cross-Cambridge Street-Sauchiehall Street)			Aug-18
		Sauchiehall Street Phase 2 (Precinct)			Feb-19
		Kyle Street - North Hanover Street			Feb-19
		Argyle St West (M8-Buchanan St)			Feb-19
		Argyle St East (Buchanan St-Glasgow Cross)			Oct-19
		Elmbank Street + Elmbank Crescent			Oct-19
		'IFSD west' cluster			Jun-20
		Bath Street East-Cathedral Street			Aug-20
		Glassford Street - Stockwell Street			Oct-20
		St Enoch's Square - Dixon Street			Feb-21
		Broomielaw - Clyde Street			Jun-21
		St Vincent Street, St Vincent Place, Cochrane St			Jun-22
		Hope Street, Oswald St			Oct-22
		John Street			Oct-22
		George Street			Oct-22

Glasgow	Canal and North Gateway	Sighthill: remediation (Contract 1)		15/12/15	15/12/15
		Sighthill: remediation (Buchanan Tunnel infill)			
		Sighthill: remediation (Cowlares Service Bridge)			
		Sighthill Remediation (Contract 2)			18/10/2016
		Sighthill: Cowlares bridge (Road bridge over railway)			11/04/17
		Sighthill: Pedestrian Bridge (M8 Foot/Cycle bridge)			10/10/17
		Cowlares: remediation & servicing			TBA
		Speirs Lock: Landscape link			TBA
		Speirs Lock: Garscube Toll & links			Apr 2019
		Port Dundas: 100 Acre Hill			11/04/17
		Port Dundas: North Canal Bank Street			TBA
		Port Dundas: Dobbies Loan			Apr 2019
		Port Dundas: Pinkston Access and Remediation			Apr 2020
		NGIWMs (OBC together with Canal and North OBC)			06/06/17
Glasgow	Clyde Waterfront West End Innovation Quarter	Access and Integrity of Waterfront Calton Place	18/08/15	15/12/15	Jun-19
		Access and Integrity of Waterfront - Custom House Quay			Apr-20
		Access and Integrity of Waterfront - Yorkhill Quay		12/04/16	June-19
		Access and Integrity of Waterfront - Lancefield Quay			Oct-19
		Access and Integrity of Waterfront The Briggait			Jun-19
		Access and Integrity of Waterfront - Tradeston			Apr-21
		Access and Integrity of Waterfront - Windmillcraigh Quay			Oct-19
		Access and Integrity of Waterfront - Govan Graving Docks			Apr-21
		Access and Integrity of Waterfront - SECC			Oct-19
		Central Govan Action Plan - Commercial floorspace 1 (Govan Old Conversion)			Apr 2018
		Central Govan Action Plan - Commercial floorspace 1 (Hills Trust, Govan & Linthouse Church)			Oct 2017
		Central Govan Action Plan - Public Realm (Phase 1 - Central Govan)			10/10/17
		Central Govan Action Plan - Public Realm (Phase 2- Link with active travel south)			Dec 2020
		Central Govan Action Plan - DDF Round 1: Commercial Floorspace 1 (Hills Trust, Govan & Linthouse Church)			10/10/17

		Central Govan Action Plan -DDF Round 2: Commercial Floorspace 1 (Govan Old- Conversion)			Apr 18
		Developing the Economic Role of GU- Public Realm (Byres Road)			Aug 2018
		Developing the Economic Role of GU- Public Realm Improvements (University Avenue and Campus Connections)			Dec-19
		Developing the Economic Role of QEUH and adjacencies - Access Improvements			Dec-21
		Developing the Economic Role of QEUH and adjacencies - Development Deficit Funding 1 (Holmfauld Road)			10/10/17
		Developing the Economic Role of QEUH and adjacencies - Development Deficit Funding 2 (Govan Old- New Build)			Mar-19
		Developing the Economic Role of QEUH and adjacencies - Development Deficit Funding Round 3			Oct-20
		Developing the Economic Role of SECC - Canting Basin Bridge			Apr-21
		Developing the Economic Role of SECC - Expressway Bridge			Oct-20
		Developing the Economic Role of SECC -Public Realm- Cessnock Link/ Festival Park			Apr-21
		Developing the Economic Role of SECC -Finnieston Link			Oct-19
		Developing the Economic Role of Yorkhill Hospital - Access Improvements			Jun-21
		Improving Connectivity between GU and QEUH - Active Travel Route (North)			June 19
		Improving Connectivity between GU and QEUH- Active Travel Route (South)			Dec-20
		Improving Connectivity between GU and QEUH - Govan-Partick Bridge			June 19
		Investing in the Strategic Road Network - M8 Junction 19			Jun-21
Glasgow	Collegelands Carlon Barras	Calton Barras Action Plan - Barras Public Realm	18/08/15	12/04/16	06/06/17
		Calton Barras Action Plan - Development Deficit Grant Scheme			April 2020
		Calton Barras Action Plan - Site Remediation			April 2020
		Collegelands and Bellgrove Abattoir – Road infrastructure and Market Shed			Feb 2020
		Collegelands and Bellgrove Abattoir – Site remediation			Feb 2018
		Rail Infrastructure- High St Station			Apr 2020
Inverclyde	Inchgreen		2018	2020	2021
Inverclyde	Ocean Terminal		20/10/15	10/10/17	
Inverclyde	Inverkip		20/10/15	10/10/17	
North Lanarkshire	A8 M8 Corridor Access Improvements	Holytown Link Road	18/08/15	15/08/17	2019
		Eurocentral / Newhouse Park & Ride / Share			2020
		Orchard Farm Roundabout			2020

North Lanarkshire	Gartcosh/Glenboig Community Growth Area	Gartcosh Business Park to Glenboig Link Road	18/08/15	07/06/16	18/10/16
		Gartcosh Station P&Ride			2019
		A80 Link Road			2019
		M80 Corridor P&Ride/Share			2021
		Cardowan to Lochend Link Rd			2023
		Gartsherrie Business Park Extension			2023
North Lanarkshire	Pan Lanarkshire Orbital Transport Corridor	East Airdrie Link Road	18/08/15	2023	2024
		Motherwell town centre Muir Street		15/08/17	2018
		Motherwell TC: Parking & Station Access Improvements		15/08/17	12/12/2017
		A723 Improvements		2020	2021
Renfrewshire	Clyde Waterfront and Renfrew Riverside (CWRR)		23/06/15	13/12/16	June 2018
Renfrewshire	Glasgow Airport Investment Area (GAIA)		23/06/15	13/12/16	April 2018
South Lanarkshire	Cathkin Relief Road		18/08/15	20/10/15	15/12/15
South Lanarkshire	Greenhills Road A726 Dual Carriageway		18/08/15	18/10/16	12/12/17
South Lanarkshire	Stewartfield Way Transport Capacity		18/08/15	12/12/17	2018
South Lanarkshire	Community Growth Area - Newton	Newton CGA Park and Ride	18/08/15	15/12/15	06/06/17
		Newton Primary School		15/12/15	16/02/16
		Westburn Roundabout		15/12/15	10/10/17
	Community Growth Areas- Hamilton			18/10/16	
	Community Growth Areas- East Kilbride			12/12/17	
	Community Growth Areas- Larkhall			14/02/17	
West Dunbartonshire	Exxon Site Development Project		18/08/15	11/042017	Dec-19
Regional projects	Airport Access (Regional Project)		15/12/15	13/12/16	2021
	SPT	Strathclyde Bus Investment Programme (SBIP)	13/12/16	TBC	TBC
<b>Skills &amp; Employment Projects</b>					
Glasgow City Council	Working Matters				12/04/16
Glasgow City Council	In Work Progression				12/04/16
Renfrewshire	Youth Gateway Guarantee				06/06/17
<b>Innovation and Business Growth</b>					
North Lanarkshire	Medicity				17/03/15
Glasgow University	ICE - Stratfied Medicine Imaging Centre of Excellence				17/03/15
Glasgow City Council	Supporting Growing Businesses - Integrated Grow on				15/10/2015

## Appendix V: Economic Leadership Board – Role and Remit

Group Name	The Glasgow City Region Cabinet
Scope	<p>The ELB will report and make recommendations to the Glasgow City Region Cabinet.</p> <p>The ELB will aim to:</p> <ul style="list-style-type: none"> <li>Bring together Business Leaders from across the Region who are engaged in a broad range of sectors and organisation types</li> <li>Facilitate a discussion about the economic prospects for the Region over the coming twenty years</li> <li>Draw out key messages from industry about the opportunities and challenges in realising the potential in the local economy</li> <li>Identify and clearly articulate the actions required by the wider partnership of</li> <li>Public and private interests to achieve real growth</li> <li>Act as an expert advisory group to the City Deal Cabinet</li> <li>Champion best practice in supporting local growth through supply chain and employee development with the support of the wider Public Sector</li> <li>Help set priorities for action in public policy and identify opportunities for new initiatives</li> <li>Provide a constructive challenge to the City Deal partners</li> <li>Help with the assessment of progress against City Deal targets</li> </ul> <p>The ELB will have a region wide remit and makeup, to provide links to industry which will assist in the maximisation of the benefits of the investment programme undertaken through the City Deal. The work of the group will reflect the themes of the City Deal – infrastructure, innovation and employability and further develop the existing work streams in place. The group will also provide a focus on business growth and sustainability, promoting entrepreneurship and link with the sustainable and Smart Cities agenda.</p>
Membership	<p>Lord Haughey, OBE, Executive Chairman, City Refrigeration Holdings (Chair) Alison Rose, Chief Executive, Royal Bank of Scotland's Corporate, Commercial and Private Banking Douglas Smith, Chairman Scotland, CBRE Ltd Silka Patel, Marketing Manager – Digital Transformation, UKI Cisco Marie Macklin CBE, Macklin Enterprises Partnerships Ltd Gerry McCarthy, Managing Director, Texas Instruments Peter Beagley, Regional Centre Director, Northern Region Intu Properties plc Stuart Patrick, Chief Executive, Chamber of Commerce</p>

## Appendix VI: Useful Documents / Information

The City Deal website –	<a href="http://www.glasgowcityregion.co.uk">www.glasgowcityregion.co.uk</a>
Twitter account -	<a href="https://twitter.com/GlasgowCityDeal">@GlasgowCityDeal</a>
Link to Cabinet Papers -	<a href="http://www.glasgow.gov.uk/councillorsandcommittees/allBodyMeetings">http://www.glasgow.gov.uk/councillorsandcommittees/allBodyMeetings</a>
Link to Assurance Framework -	<a href="http://www.glasgowcityregion.co.uk/CHttpHandler.ashx?id=16879&amp;p=0">http://www.glasgowcityregion.co.uk/CHttpHandler.ashx?id=16879&amp;p=0</a>
Link to Procurement and Community Benefits Strategies -	<a href="http://www.glasgowcityregion.co.uk/article/7646/Procurement">http://www.glasgowcityregion.co.uk/article/7646/Procurement</a>





Marina, East Dunbartonshire



