

# 2019-2020

ANNUAL PERFORMANCE REPORT

## Key achievements to date



**All projects**

selected and funding allocated



**>£78 million**

50% of all Tier One contracts won by local companies



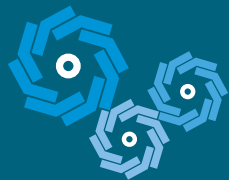
**27**

high level City Deal Projects:  
7 projects and  
16 sub projects completed to date



**8,000**

young people supported into employment through Youth Gateway



**Over  
£345 million**

infrastructure spend approved



**All 21**

Strategic Business Cases completed  
43 Full Business Cases approved

## Welcome

This Annual Performance Report marks the fifth year of the Glasgow City Region City Deal and covers the period ending 31 March 2020. Our City Deal was the first to be established in Scotland and to benefit from funding from both the Scottish and UK Governments. It remains one of the largest and the most advanced of the 30 UK City Deals agreed to date.

In our five years of operation, we have continued to make significant progress, with all projects underway and a number already completed.

The City Region is at the vanguard of regeneration in the UK. City Deal investment at Sighthill in Glasgow, the largest UK urban regeneration scheme of its type outside of London, is creating a new neighbourhood and re-connecting an area of 50 hectares to the nearby city centre. Our roads programme at Ravenscraig in North Lanarkshire, once one of Europe's largest derelict sites, is supporting extensive regeneration with plans for thousands of new homes, commercial developments and a seven hectare town park. In Renfrewshire, City Deal enabling works are the catalyst for the new Advanced Manufacturing Innovation District Scotland, expected to put Renfrewshire at the heart of Scotland's manufacturing industry and create up to 6,000 jobs.

Over £275 million has been spent on the Programme to date, £389 million funding has been approved by Cabinet and our City Region businesses have benefited from a £78 million boost, the value of contracts won.

During 2019-2020, the City Region was among the first in the UK to successfully pass the UK and Scottish governments' Gateway Review process, unlocking the next £250 million tranche of the

governments' £1 billion funding commitment and providing a vote of confidence in the progress we have made to date.

In March 2020, the Covid-19 pandemic hit us, impacting on all of our lives and the Region's economy. With construction grinding to a halt across the whole of the UK, this had an immediate knock on effect on many of our projects which were in the delivery phase. However, across the Region, our eight Member Authorities are working hard to get projects up and running again, with contracts once again being tendered, providing business and employment opportunities which are vital to the Region's economic recovery.

There is as much work to be done as challenges ahead for us in the next twelve months and beyond. The Cabinet was established to drive Regional economic growth and resilience and that is what we will do. We are proud of what we have collectively achieved and we look with confidence towards the next five years and to building on strong foundations, accelerating our ambitions to grow our economy and creating further and better life opportunities for our residents.



**Susan Aitken**

Leader of Glasgow City Council and  
Chair of the Glasgow City Region Cabinet



## City Deal in numbers



**£1.13 billion**

Infrastructure programme



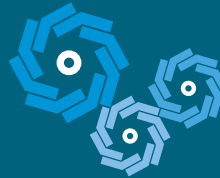
**27**

projects over three themes



**£18.7 million**

funding to support Innovation  
and Business Growth



**£24.6 million**

Skills and Employability  
schemes



Supported

**5,500**

people back into work



Worked with

**19,000**

unemployed residents

**£3.3 billion**  
private sector  
investment targeted



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





## Overview

Glasgow City Region is the largest city region in Scotland and one of the largest in the UK. With a population of 1.8 million people, it is a key engine of economic growth for both the Scottish and UK economies, generating 30% of Scotland's Gross Value Added, 34% of Scottish jobs and is home to 28% of all businesses in Scotland. Eight local authorities make up the Region: East Dunbartonshire, East Renfrewshire, Glasgow City, Inverclyde, North Lanarkshire, Renfrewshire, South Lanarkshire and West Dunbartonshire.

Our ground-breaking City Deal, the first in Scotland and one of the largest in the UK, was signed in August 2014 by the Member Authorities with the UK and Scottish Governments.

The partnership, with Glasgow as the lead authority, was the first to benefit from funding from both the UK and Scottish Governments, with £500 million provided from each for infrastructure investment and the local authorities contributing a further £130 million.

The £1.13 billion infrastructure fund will deliver 21 projects focusing on improving connectivity and unlocking new sites across the Region for commercial, housing and retail development.

A further three innovation projects have been supported by £18.7 million funding from the Department for Business, Energy and Industrial Strategy (BEIS) and three employment projects are funded to £24.6 million through contributions from the Department for Work and Pensions and the Member Authorities.

Together these City Deal projects will enable a programme of work which will greatly add to the value of the local economy over the next 20 years.

Over its 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 City Deal construction programme;
- Work with 19,000 unemployed residents and support over 5,500 back into sustained employment;
- Leverage in an estimated £3.3 billion of private sector investment to support the delivery of the projects within the infrastructure programme;
- Spread the benefits of economic growth across the Region, ensuring deprived areas benefit.





# B Milestones

## APRIL 2019

- > **Internal Audit Plan 2019-2020** approved
- > **Audit Scotland Annual Plan 2018-2019**
- > **Infrastructure Grant Allocations 2018-2019**
- > **GCR Skills Investment Plan** approved by Cabinet
- > **PMO Budget 2019-2020** approved
- > **Local Government Chronicle** feature
- > **Full Business Cases approved:** Barrhead South - Balgraystone Road Upgrade (ERC); Glasgow Airport Investment Area project (RC).

## MAY 2019

- > **GCR Green Network** launch event
- > **Westburn Roundabout** works start (SLC)
- > **Clyde Waterfront Renfrew Riverside** invitation to tender issued (RC)
- > **Balgraystone Road** works start (ERC)
- > **Custom House Quay** announcement (GCC)
- > **Meet the Buyer** event for Glasgow Airport Investment Area project (RC)
- > **The Planner magazine** special feature
- > **GAIA** start of construction (RC)

## JUNE 2019

- > **GCR Skills Investment Plan** launch
- > **Infrastructure grant allocations 2019-2020** approved
- > **Unaudited annual accounts 2018-2019** approved
- > **Internal Audit Annual Report** and draft Governance Statement 2018-2019 approved
- > **Annual Implementation Plan 2019-2020** approved
- > **Approval to develop** GCR Climate Ready Clyde Adaptation Strategy/Action Plan
- > **Full Business Cases approved:** Hamilton Community Growth Area – Woodfoot Road (SLC); Canal and North Gateway – Speirs Lock North Canal Bank Street (GCC); MGSDP - SE Glasgow Surface Water Management (GCC); Ocean Terminal Marine Works (IC)

## JULY 2019

- > **Glasgow City Region Intelligence Hub** launch
- > **CCB – Meat Market** remediation works start (GCC)
- > **Avenues consultations** for Elmbank/Holland Street and Killermont/North Hanover/Renfrew Street (GCC)
- > **IWP Evaluation Workshop**
- > **GCR Stakeholder newsletter** issued
- > **Holyrood magazine** feature

## AUGUST 2019

- > **City Deal** agreed 5 years ago
- > **Groundbreaking** for the Advanced Manufacturing Innovation District Scotland (AMIDS)
- > **Final Audited Accounts 2018-2019** to Cabinet
- > **Annual Performance Report** issued to government
- > **Ocean Terminal:** Terminal and Land - contract award (IC)
- > **Live Launch** Community Benefit Pilot and Cenefits – Webinars
- > **Full Business Cases approved:** Collegelands Calton Barras – Meat Market Site Remediation (GCC); Clyde Waterfront and West End Innovation Quarter – Central Govan (GCC)

## SEPTEMBER 2019

- > **Annual Conversation** meeting with government
- > **Sauchiehall Avenue** formal launch (GCC)
- > **Infrastructure Summit** held in Glasgow City Chambers
- > **Glasgow's Avenues Project consultations** for Cathedral Street (GCC)
- > **Working Matters and In Work Progression** Final Evaluation Reports
- > **Completion** of Regional Strategic Assessment

## OCTOBER 2019

- > **Cabinet Final Gateway Review Report** approved
- > **Assurance Framework 2019** approved
- > **Programme Business Case 2019** approved
- > **Programme Prioritisation Framework** approved
- > **Green Book Business Case** Training Session for Member Authorities
- > **In Work Progression** – Learning event (GCC)
- > **Full Business Cases approved:** Metropolitan Glasgow Strategic Drainage Partnership (MGSDP) – Garrowhill Baillieston Surface Water Management (GCC)

## NOVEMBER 2019

- > **Gateway Report** submitted to governments
- > **Supplier Development Programme Meet the Buyer** – Glasgow
- > **Concept designs released** for Govan-Partick Bridge (GCC)
- > **Stewartfield Way** public consultation start (SLC)
- > **Revised role and scope:** GCR Legal Support and Procurement Support Groups

## DECEMBER 2019

- > **MGSDP:** Blairturnnock completes (GCC)
- > **Government partners** join the GCR Communication and Marketing Group
- > **Fact finding visit** from Cardiff City Deal team
- > **MGSDP:** Greater Easterhouse – formal opening (GCC)
- > **CCB – Meat Market** remediation works complete (GCC)
- > **Sighthill School** opens (GCC)
- > **Public Consultation** on Hillhead Parking Proposals (GCC)

## JANUARY 2020

- > **Gateway Challenge Session** with governments
- > **Audit Scotland City Region and Growth Deals** report published
- > **Education Conference**
- > **Sighthill M8 Bridge** contract award (GCC)
- > **Keepmoat announce build start** of 800 new homes at Sighthill (GCC)
- > **Media coverage for progress to date:** Construction Now, Evening Times, The Scotsman, Barrhead News, Insider Scotland

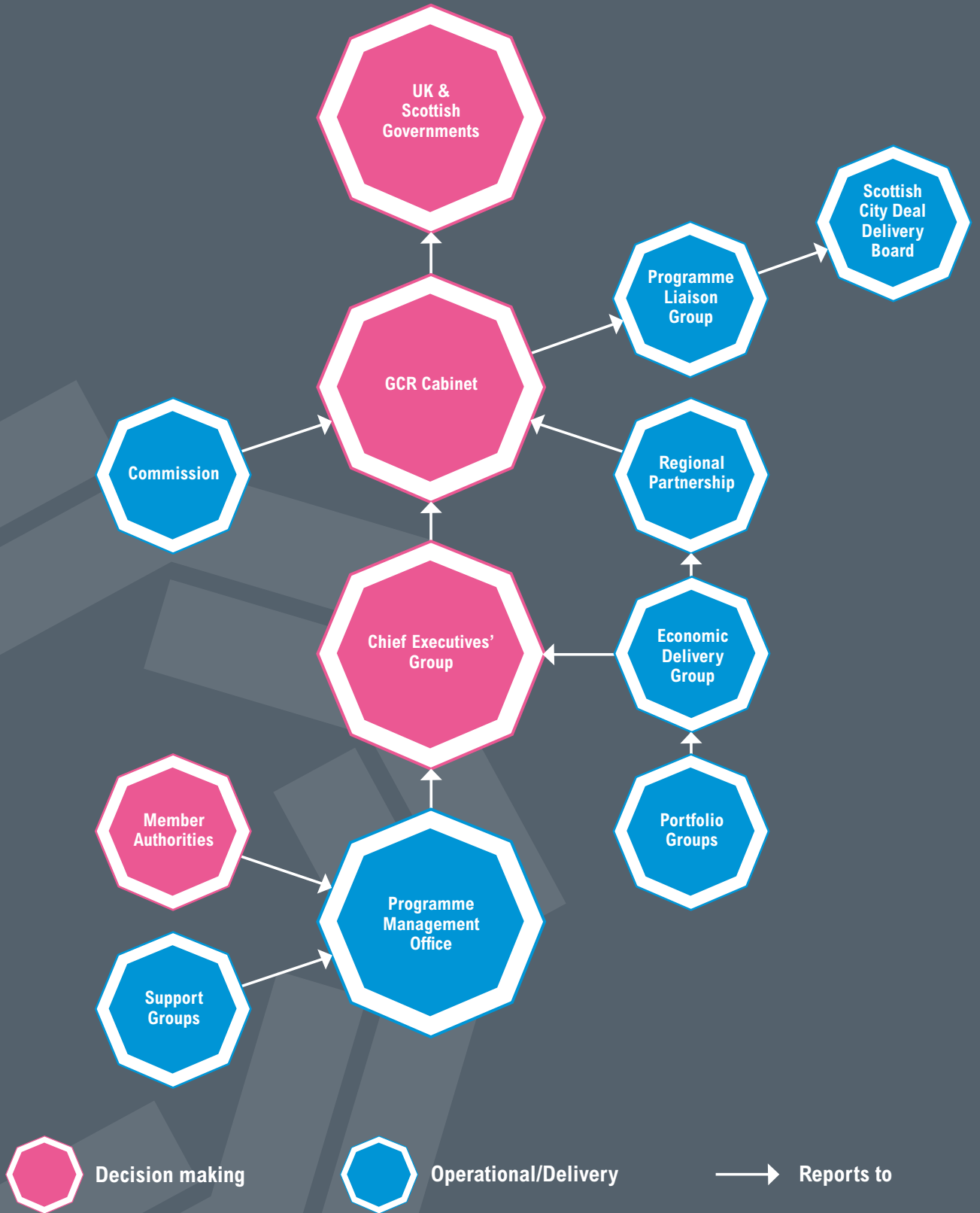
## FEBRUARY 2020

- > **Infrastructure Grant Allocations** 2019-2020 approved
- > **PMO Budget 2020-2021** approved
- > **MGSDP:** Croftfoot Primary School completion (GCC)
- > **Govan-Partick Bridge** preferred design unveiled (GCC)
- > **Audit Scotland Annual Audit Plan** 2019-2020
- > **Media:** Municipal Journal
- > **Full Business Cases approved:** Waterfront and West End Innovation Quarter: Active travel north; Canal and North Gateway: Speirs Lock: Garscube Toll/Sighthill M8 bridge; MGSDP: Drumchapel Surface Water Management (All GCC); Greenock Ocean Terminal building (IC)

## MARCH 2020

- > **Smart Canal** completed (GCC)
- > **Completion of Intelligence Hub** business base analysis
- > **Fraser of Allander** young people learning event
- > **Planning permission granted** for the development of the National Manufacturing Institute Scotland
- > **City Deal Buyers' Guidance Menu** finalised
- > **Media:** Glasgow Chambers magazine

# Governance Structures







## Governance and Scrutiny

As would be expected of a Programme of its size, scope and ambition, the Glasgow City Region City Deal is underpinned by formal governance arrangements and ongoing scrutiny.

### Governance

Governance arrangements for the City Deal were agreed by government and are set out in the Assurance Framework. The Framework was comprehensively reviewed and updated throughout 2019-2020, taking on board all of the amendments and additions which have been made to the Deal's programme management, assurance and governance arrangements since 2014. Current structures are shown on page 8.

In 2014, a Joint Committee was established by the Member Authorities, constituted under Section 57 of the Local Government (Scotland) Act 1973. The Joint Committee, known as the Glasgow City Region Cabinet, is made up of the Leaders of the participating authorities. The Cabinet is responsible for decision making in relation to the City Deal and for determining the strategic economic development priorities for Glasgow City Region. Meetings are held every eight weeks and are open to the public, with papers available through the City Deal website.

The Programme Management Office (PMO) acts as the secretariat for the Cabinet and is the central point for appraisal and monitoring of all aspects of City Deal. The Cabinet is supported by a Chief Executives' Group (CEG), which oversees the management of the PMO in its delivery of the operational functions of the Cabinet.

The CEG is supported by a number of Support Groups, made up of officers from the participating councils and other partner agencies. These Groups provide advice on Programme governance issues including financial management, audit, legal and procurement matters.

To further the existing collaboration between the eight local authorities, in June 2016 the Leaders agreed that a distributive leadership model based around eight portfolios would drive wider Regional economic growth. Portfolio Groups, chaired by senior officers from the local authorities, continued to work throughout 2019-2020 to deliver actions from the Regional Economic Strategy Action Plan, which included supporting the delivery of the City Deal Programme's benefits.

The Portfolio Groups also report to the GCR Regional Economic Partnership REP. In February 2020, the REP agreed to receive monitoring reports on the work being undertaken by Regional Partners to support the delivery of the City Deal's intended economic impacts (For example, through, supporting inward investment to the sites which have been remediated by the City Deal enabling infrastructure).

### Scrutiny

The Programme Liaison Group (PLG), made up of representatives from the UK and Scottish Governments, met regularly throughout 2019-2020 to review and monitor the City Deal Programme's progress and the delivery of the PMO's work programme as set out within the Annual Implementation Plan 2019-2020.

The Programme is underpinned by a series of monitoring status reports on projects and the programme, produced by Member Authorities and the PMO. The PMO provides progress reports to each meeting of the CEG, Cabinet and the PLG. Reports provide a record of progress and are a basis for project scrutiny.

## Audit

The Programme is subject to a series of planned audits, externally by Audit Scotland and internally, by Glasgow City Council Internal Audit, appointed by the Cabinet.

An annual plan for audit activity for the year ahead is agreed by Cabinet, with findings, recommendations and progress on follow up actions reported throughout the year.

### Summary of Audit Activity April 2019 - March 2020

Date	Activity
<b>April 2019</b>	Reports approved by Cabinet: <ul style="list-style-type: none"> <li>• Internal Audit Plan for 2019-2020: Reputation Management, Compliance with Revised Assurance Framework, Member Authority Grant Claim Eligibility, and follow-up of previous audit recommendations.</li> <li>• Audit Scotland Annual Plan 2018-2019.</li> </ul>
	Reports approved by Cabinet: <ul style="list-style-type: none"> <li>• 2018-2019 Internal Audit assurance report on Programme and PMO Budget Monitoring. A reasonable level of assurance was placed on the control environment, with scope for improvement in existing arrangements identified and four recommendations for improvement.</li> <li>• Follow-up Audit Report.</li> <li>• Internal Audit Annual Report and draft Annual Governance Statement 2018-2019.</li> </ul>
<b>June – August 2019</b>	Involvement in Gateway Review readiness sessions led by PMO.
<b>December 2019</b>	Audit Support Group met for the second of the twice yearly meetings.
<b>February 2020</b>	Reports approved by Cabinet: <ul style="list-style-type: none"> <li>• Audit Scotland Annual Audit Plan 2019-2020</li> <li>• Internal Audit assurance report on Reputation Management. The control environment was considered satisfactory.</li> <li>• Internal Audit assurance report on Member Authority Grant Claim Eligibility. A reasonable level of assurance was placed on the control environment, with three recommendations for improvement.</li> <li>• Follow-up Audit Report.</li> </ul>

## Audit Scotland report on Scottish City Region and Growth Deals

In January 2020, Audit Scotland published a report on Scotland's City Region and Growth Deals.

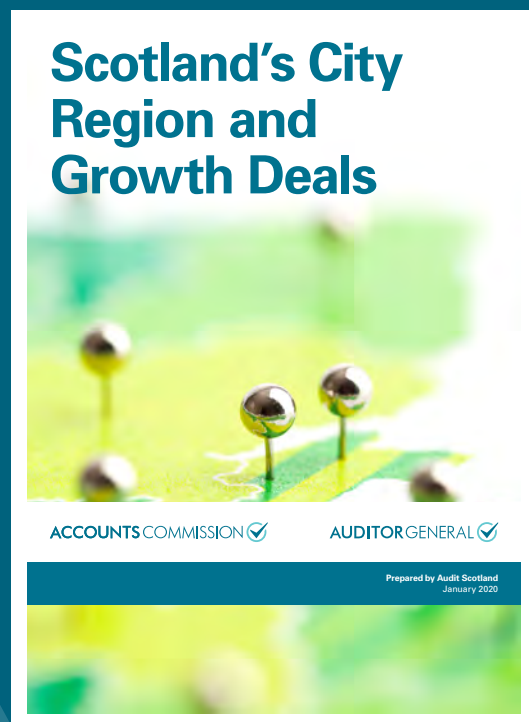
The report looked at the deals across Scotland which have been signed, agreed in principle or which are in the pipeline. It found that city deals have been positive for Scotland's economy, have enabled economic development projects across Scotland that may not otherwise have gone ahead and have sparked increased collaboration between councils and their partners.

However, the findings also raised questions about plans in place to measure the long-term success and value for money of deals; around project selection and community involvement in decisions and around the accountability for individual deals should something go wrong.

The report made a series of 15 recommendations, of which eight were for councils, three were joint recommendations for the Scottish Government and councils and four were for the Scottish Government.

The findings were considered at the June Glasgow City Region Cabinet and a paper tabled which set out the current status of the Glasgow City Region City Deal arrangements that were already in place or were being developed in relation to the recommendations.

Cabinet welcomed the analysis undertaken by Audit Scotland. It was noted that GCR has already addressed, or is making good progress with addressing, the recommendations for councils outlined in the report - a result of being the first City Deal in Scotland and through work undertaken to prepare for the first Gateway Review.



Scottish Government funding of £1.5 billion has been committed to deals. UK Government funding stands at £1.4 billion, and £2.2 billion has been committed by councils and their partners. Four deals have been signed to date: Glasgow City Region Deal, Aberdeen City Region Deal, Inverness and Highland City Region Deal, and Edinburgh and South East Scotland City Region Deal. Four more deals have been agreed in principle: Stirling City Region Deal, Tay Cities Deal, Ayrshire Growth Deal, and Borderlands Growth Deal.



## Programme and Project Business Case Development

During 2019-2020, the Programme Management Office developed the Strategic Outline Programme Business Case 2019 (PBC). The PBC, which was approved by the Cabinet in October 2019, sets out the refreshed strategic, economic, financial, commercial and management cases for the City Deal Programme.

In order to support the refreshing of the strategic case, the Intelligence Hub undertook an assessment of the Region's performance across more than 100 socio-economic indicators to identify the Region's inclusive growth priorities, and its strengths and weaknesses in light of emerging opportunities and threats such as climate change, automation etc. The PBC management case includes all of the 21 infrastructure projects' key milestone dates, including intended business case submission and approval dates, and subsequent construction start and end dates.

Throughout 2019-2020, the PMO appraised 27 business cases, including a number of previously approved Outline Business Cases which had been augmented to include more information on how their economic impacts would be generated – known as Augmented Outline Business Case.

As noted in the last Annual Performance Report, in late 2017 a new approach to the approval of business cases came into effect. Under the revised approach, all Strategic and Outline Business Cases (SBCs and OBCs) would now be considered/approved by Cabinet, with Cabinet delegating approval of Full Business Cases (FBCs) to the Chief Executives' Group (CEG), provided the PMO and the CEG are satisfied that the FBC does not represent a substantial change from the approved OBC.

This change constituted an amendment to the Assurance Framework and as such was approved by Cabinet and by both governments, becoming effective from 1 November 2017. Details of Business Cases (excluding Augmented BCs) approved in the period are shown in the table on page 13.

The development and appraisal of business cases requires substantial resource from project teams and the PMO respectively. In order to ensure staff have the skills required to successfully fulfil these roles, Better Business Case training was provided to project teams and PMO staff in 2019-2020. In addition to this, a guide to the development of economic impact assessments was also developed and is included within the Programme Management Toolkit.



## Business cases approved April 2019 – 31 March 2020

Member Authority	Main Project	Sub Project	Business Case	Approval Date*
<b>Infrastructure</b>				
East Dunbartonshire Strathclyde Partnership for Transport (SPT)	1. Place and Growth Programme		SBC	11 February 2020
East Renfrewshire	2. M77 Strategic Corridor	Balgraystone Road/Aurs Road Realignment	Augmented OBC	9 April 2019
		Balgraystone Road	FBC	9 May 2019
Glasgow	3. Canal and North Gateway	FBC 5: North Canal Bank Street/ Landscape Link	FBC	29 May 2019
		FBC 6: Speirs Lock: Garscube Toll and Links	FBC	28 November 2019
		FBC 7: Sighthill M8 Pedestrian Bridge	FBC	30 January 2020
	4. Collegelands Calton Barras	FBC 2: Meat Market Site Remediation	FBC	20 June 2019
		FBC 3: Junction Improvements	FBC	20 June 2019
	6. Metropolitan Glasgow Strategic Drainage Partnership	FBC 4: South East Glasgow SWMP	FBC	23 May 2019
		FBC 5: Garrowhill/Ballieston SWMP	FBC	29 August 2019
		FBC 6: Drumchapel SWMP	FBC	30 January 2020
	7. Clyde Waterfront West End Innovation Quarter	FBC 2: CGAP Commercial Floorspace Development Deficit Funding 2 (Govan Old Parish Church - Lower Ground Floor)	FBC	20 June 2019
		FBC 3: Improving Connectivity between GU and QEUH - Active Travel Route (North)	FBC	31 October 2019
Inverclyde	9. Ocean Terminal	Marine Works	Augmented OBC/FBC	4 June 2019
		Terminal Building	Augmented OBC/FBC	10 December 2019
North Lanarkshire	12. Gartcosh/Glenboig Community Growth Area	Glenboig Link Road - FBC 1 and 2	Augmented OBC	9 April 2019
	13. Pan Lanarkshire Orbital Transport Corridor	Motherwell Town Centre Interchange	Augmented OBC	4 June 2019
Renfrewshire	15. Glasgow Airport Investment Area (GAIA)		FBC	9 April 2019
South Lanarkshire	16. Cathkin Relief Road		Augmented OBC/FBC	4 June 2019
	19b. Community Growth Area - Hamilton	FBC3: Woodfoot Road Transport Corridor Improvements	FBC	24 April 2019
	19c. Community Growth Area - Larkhall		Augmented OBC	13 August 2019

\*CEG approval for FBC and Cabinet approval for SBC and OBC.

## Case Study: Schools event boosts learning on Economics

Forty pupils from across Glasgow City Region schools attended an event at the University of Strathclyde to learn about economics, how it is applied in a practical context and the type of jobs available from studying it.

Emma McKinney, Kirsty MacDonald and Emily Halpin from Mearns Castle in East Renfrewshire.



The event, held at the beginning of March 2020, was hosted by a team from the Fraser of Allander Institute (FAI), a leading independent economic research institute focused on the Scottish economy and part of the University's Department of Economics.

Pupils, mostly in their fourth or fifth years, heard from a range of speakers including the Institute's Deputy Director, Mairi Spowage, who spoke about the role of Economics in addressing some of the world's major problems and in shaping policy for key political issues in Scotland. Presentations were also delivered by Andrew Hebden from the Bank of England and James Black who gave an honest overview

of his first three years' experience working as an Applied Economist at the Institute after graduating.

The session also included an interactive discussion where the young people teamed up with staff in groups to discuss some of the challenges for the Scottish Economy and then presented their thoughts to the whole group.

The day formed part of the Economic Futures initiative which FAI run on behalf of all Universities in Scotland and which provides a series of programmes and events to showcase opportunities and learning in applied economics.

The event was delivered by FAI as a community benefit commitment with Glasgow City Region with whom the Institute is working to develop a bespoke economic model to assist with future plans and policy development.

Some pupils provided feedback on the day - Emma, Kirsty and Emily from Mearns Castle in East Renfrewshire.

Emma McKinney:

**‘The event provided a great opportunity for us to learn more about what Economics is about and the career options related to it as an area of study. The presentations were really interesting and have given me a greater insight into how Economics can provide the tools to solve some of the world’s key problems.’**

Kirsty MacDonald:

**‘I really enjoyed today - particularly the interactive session. Like Emma, I’m planning to study Politics at University and am considering Economics as a second subject. So this has been particularly useful in giving me a better understanding of what it involves.’**

Emily Halpin:

**‘I’ve already applied to study Economics at University. Today has been really helpful in giving me a better understanding of how it is applied in a practical sense and also what it might be like as a career. I really enjoyed the session where James told us all about the first three years of his working life as an Applied Economist at Fraser of Allander Institute.’**

Future similar sessions are planned.

## Cenefits Pilot

In April 2019 Glasgow City Region launched a two year pilot IT system, Cenefits, to manage and maximise the delivery of community benefits secured through City Deal contracts.

The IT solution, initially developed for Edinburgh City Council, was refined following feedback from City Region procurement staff. The pilot sought to test the system’s effectiveness in managing Community Benefits for City Deal contracts with a view to formally adopting it and rolling it out to non-City Deal contracts.

An extensive launch plan included four pre-implementation training and capacity building sessions in April 2019 for officers, suppliers and delivery partners; testing of developments and additional features between May and July 2019 and two webinars in August 2019 to internal and external stakeholders in partnership with the Supplier Development Programme (SDP). In late 2019, a number of training and support sessions were delivered to key officers and all historical City Deal data was uploaded to the system for Cenefits to become the ‘Single Point of Truth’. Information downloaded from Cenefits was used for the 2019-2020 annual contract and community benefit update covering the period up to 31 March 2020.

This demonstrated significant improvements in performance across community benefit KPIs. At the end of March 2020, 145 City Deal contracts with a value above £50,000 had been awarded, equating to an overall total of over £222 million. The use of Cenefits to report and monitor performance has improved the accuracy and reliability of data, and it has made the collation and analysis of data a much easier exercise.

An evaluation of Cenefits was carried out by the Glasgow City Region Intelligence Hub and reported to Cabinet in June 2020. The key findings of the report were positive and highlighted a number of opportunities for future development of the system.

# E Infrastructure

A fund of £1.13 billion will support twenty-one infrastructure projects across the Region for roads, bridges, improved transport infrastructure, quay walls, remediation, construction and public realm works, assisting further retail, commercial and housing developments. The UK and Scottish Governments will each provide £500 million in grant funding and the local authorities will contribute a further £130 million.

Value:

**£1.13 billion**



Progress at 31 March 2020:

**£216.5 million** spend to date

**21 business cases**

reviewed and approved

**13 full business cases**

approved in the period

- M77 Strategic Corridor: Balgraystone Road
- Canal and North Gateway:
  - > North Canal Bank Street/Landscape Link
  - > Sighthill M8 Pedestrian Bridge
  - > Speirs Lock: Garscube Toll and Links
- Collegelands Calton Barras:
  - > Meat Market Site Remediation
  - > Junction Improvements
- Metropolitan Glasgow Strategic Drainage Partnership:
  - > South East Glasgow SWMP
  - > Garrowhill/Ballieston SWMP
  - > Drumchapel SWMP
- Clyde Waterfront West End Innovation Quarter:
  - > Commercial Floorspace Development Deficit Funding 2 (Govan Old Parish Church - Lower Ground Floor)
  - > Improving Connectivity between GU and QEUH - Active Travel Route (North)
- Glasgow Airport Investment Area (GAIA)
- Community Growth Area – Hamilton:
  - > Woodfoot Road Transport Corridor Improvements

**17 projects/sub projects**

completed to date

- Cathkin Relief Road
- Calton Barras Action Plan Phase 1
- Crossmill Business Park
- Newton Park and Ride
- Newton Park Primary School
- Glenboig Link Road
- Greenlaw Business Centre
- Sighthill Remediation Contract 1
- Westburn Roundabout \*
- Woodhead Primary School Extension \*
- Sighthill: Cowlairs Bridge; Port Dundas; and 100 Acre Hill \*
- Sauchiehall Street West Phase 1 \*
- Intelligent Street Lighting \*
- Hillington/Cardonald SWMP- Phase 1
- Moss Heights/Halfway Community Park \*
- Central Govan Action Plan Public Realm (including Active Travel South) \*
- Highstonehall Road Upgrade Works \*
- Woodfoot Road Transport Corridor Improvements \*

\* Indicates projects completed in the period.

**£59.8 million**

expenditure in the period against grant funding of £30 million





## Infrastructure

In the period of the report, our Infrastructure Programme continued to make good progress. Thirteen Full Business Cases (FBCs) were approved and projects and sub projects underway moved forward, many at pace. Seventeen projects or sub projects have now been completed to date of which ten were completed in the period.

In Glasgow, at **Sighthill**, one of the largest regeneration projects of its type outside of London, City Deal investment will re-connect a 50 hectare site to the nearby city centre and open up the north of the city for growth. Extensive City Deal funded remediation is complete and enabling works for housing, utilities, public realm and road infrastructure are well progressed. In January 2020, work began on the development of 800 new homes which are being delivered through a private developer agreement. A new city park in the area is due to open in 2020. The contract for the iconic, pedestrian and cycle bridge over the M8 motorway was awarded in January 2020 and construction works are now underway.

Nearby, Europe's first ever **Smart Canal** will combine new technology with a 250 year old heritage asset to mitigate flood risk and unlock 110 hectares in north Glasgow for investment, regeneration and 3,000 new homes. The Smart Canal has already generated extensive media interest and is set to formally complete in the coming months.

Progress continued on Glasgow's £115 million Avenues project, with the completion of the **Sauchiehall Avenue** pilot in May 2019. The Avenues project will transform the city centre public realm, forming an integrated network of continuous pedestrian and cycle priority routes and make it more attractive, people-friendly and economically competitive.

The Sauchiehall pilot was designed and delivered after consultation and collaboration with local residents, businesses and organisations. Key features include new, high-quality, public realm; enhanced and widened pavements that free up space for pedestrians and licensed tables and chairs; new (two-way) cycle paths; junction upgrades; 27 new trees (in a variety of deciduous species, with attractive colours throughout the year);

new bus shelters, cycle stands, and seating and 'smart' surface water management infrastructure.

In parallel with the Sauchiehall Street Avenue scheme, in June 2019 Glasgow completed the Intelligent Street Lighting project. This provides a dynamic, energy and cost efficient lighting in Glasgow city centre, through new LEDs, various sensors (noise pollution, footfall count and air quality) and the implementation of a Central Management System in three separate locations.

In April 2019, the Cabinet approved revised plans for the **Ravenscraig Infrastructure Access** (RIA) project. Ravenscraig in North Lanarkshire was once one of Europe's largest derelict sites. The City Deal funded roads programme is supporting further extensive regeneration in the area and helping to attract significant private sector investment to the site.

City Deal funding will now be focused on the RIA project as part of the wider Pan Lanarkshire Orbital Corridor which will see new and upgraded roads from the M74 at Motherwell, through Ravenscraig to the M8 at Eurocentral, and onward past Airdrie on a new link road to the A73 south of Cumbernauld.

North Lanarkshire Council later approved an updated masterplan for 3,000 new homes, extensive office, industrial and retail space, schools, an extension to the Ravenscraig Regional Sports Facility and a new seven hectare town park.

At 455 hectares, Ravenscraig accounts for 13% of the Glasgow City Region's vacant and derelict land.

August 2019 marked the start of work on Scotland's **Advanced Manufacturing Innovation District**, with the ground breaking for the City Deal enabling works.



Sauchiehall Street, Glasgow

The district is expected to put Renfrewshire at the heart of Scotland's manufacturing industry, estimated to create thousands of jobs and boost Scotland's manufacturing sector by up to £350 million in GVA each year. The enabling works include new roads, bridges, cycling routes and pedestrian walkways.

Work moved forward at **Ocean Terminal** in Greenock – a new landmark building on the banks of the Clyde at Greenock planned to welcome cruise ship passengers at Inverclyde's Greenock Ocean Terminal. The project includes a new berthing facility and a state of the art visitor centre. The new pontoon, designed to accommodate 340-metre-long cruise ships, was built at the nearby Inchgreen Dry Dock before being towed in April 2020 into position and being secured into the seabed, allowing work cruise visitors to step straight from their ships into the new building. Work on the terminal building started at the end of 2019.

At East Renfrewshire, construction of **Balgraystone Road** started in June 2019. The project is part of the wider £44 million M77 Strategic Corridor programme aiming to support the growth of Newton Mearns, transform the Dams to Darnley Country Park into a Regional attraction and to sustain the regeneration of the town of Barrhead. Despite having to close the site as a result of Covid, the road is expected to be completed in 2020.

Work also continued in relation to the **Airport Access** project, with the Cabinet agreeing that the feasibility of the project becoming part of a proposed wider Glasgow Metro system should be considered. The feasibility study for the Metro - which was proposed by the Connectivity Commission - is expected to be undertaken during 2020-2021.

The South Lanarkshire **Communities Growth Areas** progressed steadily throughout the year, with works continuing at Newton, Hamilton and Larkhall and positive feedback from developers on completed house sales as a result of City Deal funded improvements. Construction of three transport projects completed in the year: Westburn Roundabout (September 2019), Highstonehall Road Upgrade Works (April 2019) and Woodfoot Road Transport Corridor Improvements (December 2019). Woodhead Primary School Extension also completed in August 2019.

In 2019-2020, Member Authorities spent a total of £59.8 million on infrastructure projects, with grant funding provided of £30 million, resulting in spend to date of £216.5 million and cumulative grant funding of £120 million.

The Covid-19 pandemic struck just at the end of the reporting period and construction across the UK ground to a halt. Work is now progressing to revisit the Programme delivery.

## Case Study: Manufacturing district will bolster local, Regional and national economy

Creating a clean, green welcoming environment which fosters innovation and collaboration is central to the development of the Advanced Manufacturing Innovation District Scotland (AMIDS) in Renfrewshire.

Artist impression of Netherton Campus at the heart of the Advanced Manufacturing Innovation District Scotland.



It's the first project of its kind in Scotland, a partnership between Renfrewshire Council, the Scottish Government and Scottish Enterprise.

At its heart is the 52-hectare Netherton Campus, situated next to Glasgow Airport, the campus development underpinned by the £39.1 million Glasgow Airport Investment Area project, funded through the Glasgow City Region City Deal.

Work is well underway on that infrastructure investment, constructing the connections into the new campus, improving access for local communities and joining up existing business centres.

The focus is firmly on creating a healthy working environment, with cycling and walking routes into and across the campus, the campus masterplan promoting pedestrian access and scenic routes along the White Cart river.

Outdoor gathering areas, sustainable spaces and a low carbon heating system will ensure the campus is a place like no other, one where companies can work side-by-side, grow their business, tap into the latest technology and foster a happy, healthy workforce.

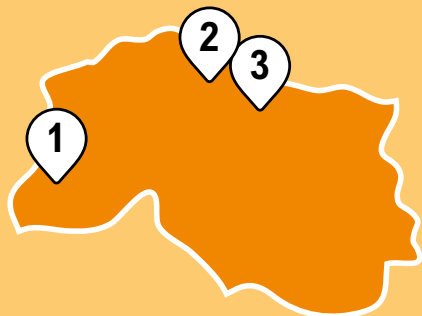
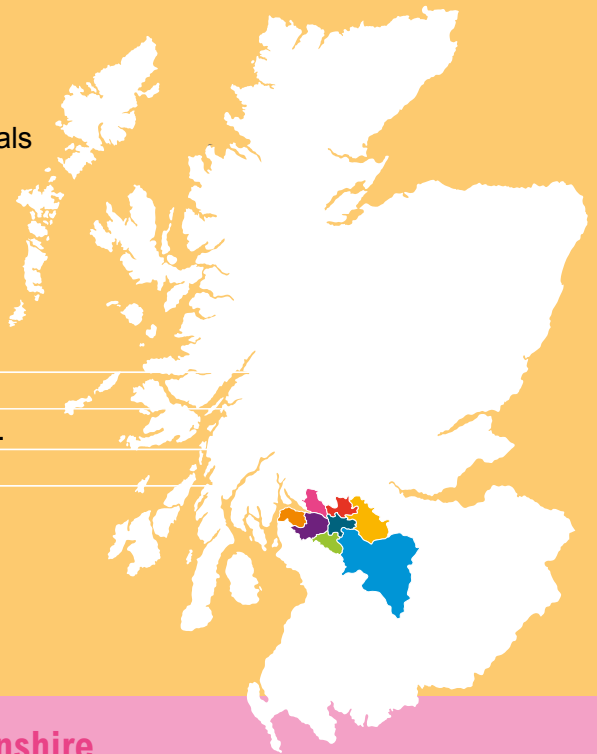
Construction of two multi-million pound research facilities, the National Manufacturing Institute Scotland (NMIS) and the Medicines Manufacturing Innovation Centre, will start on campus this year, while aerospace giant Boeing is establishing a Research and Development team within the district, working in partnership with the University of Strathclyde's Advanced Forming Research Centre, part of NMIS, on an £11.8 million research project looking at metallic component manufacturing.

Renfrewshire Council Leader Iain Nicolson said:

**“Manufacturing is a significant sector in the City Region and I am proud that through development of AMIDS, Renfrewshire is at the centre of Scotland’s manufacturing future, which will play an integral role in the local and national economic recovery over the coming years. The challenge is on to find smarter, better ways of making things and AMIDS is perfectly placed to manufacture a new way, for a new world.”**

# Infrastructure Projects

There are 21 Infrastructure projects, some of which are made up of sub projects. High level projects are shown in bold capitals (as Glasgow has > 60 sub projects – only high level projects are shown). Numbers in the maps indicate project/sub project locations.



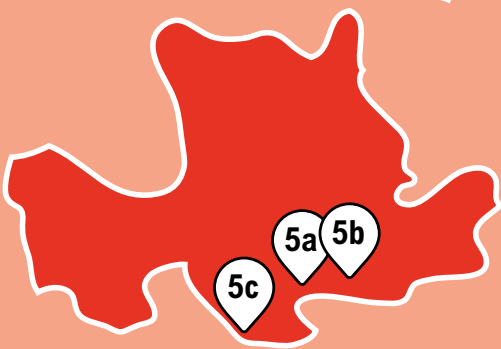
## Inverclyde

- 1 **INVERKIP**
- 2 **OCEAN TERMINAL**
- 3 **INCHGREEN**



## West Dunbartonshire

- 4 **EXXON SITE DEVELOPMENT PROJECT**



## East Dunbartonshire

- 5 **PLACE AND GROWTH PROGRAMME**
- 5a Bishopbriggs Relief Road/Westerhill Masterplan
- 5b A803 Sustainable Travel Corridor
- 5c Bishopbriggs Town Centre Regeneration

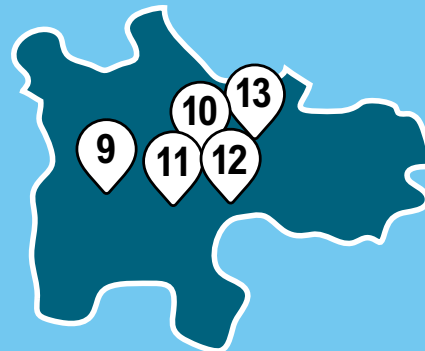


## Renfrewshire

- 6 **REGIONAL AIRPORT ACCESS PROJECT**
- 7 **GLASGOW AIRPORT INVESTMENT AREA**
- 8 **CLYDE WATERFRONT AND RENFREW RIVERSIDE**

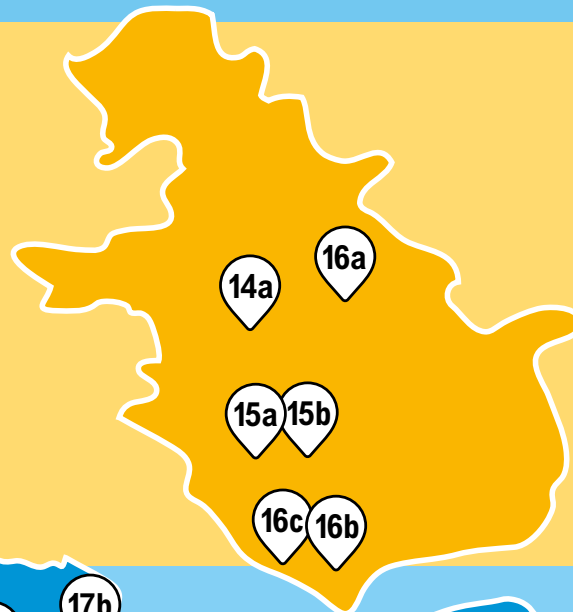
## Glasgow

- 9 CLYDE WATERFRONT AND WEST END INNOVATION QUARTER (30 sub projects)**
- 10 CANAL AND NORTH GATEWAY (14 sub projects)**
- 11 CITY CENTRE ENABLING INFRASTRUCTURE INTEGRATED PUBLIC REALM (17 sub projects)**
- 12 COLLEGELANDS CALTON BARRAS (6 sub projects)**
- 13 MGSDP (7 sub projects)**



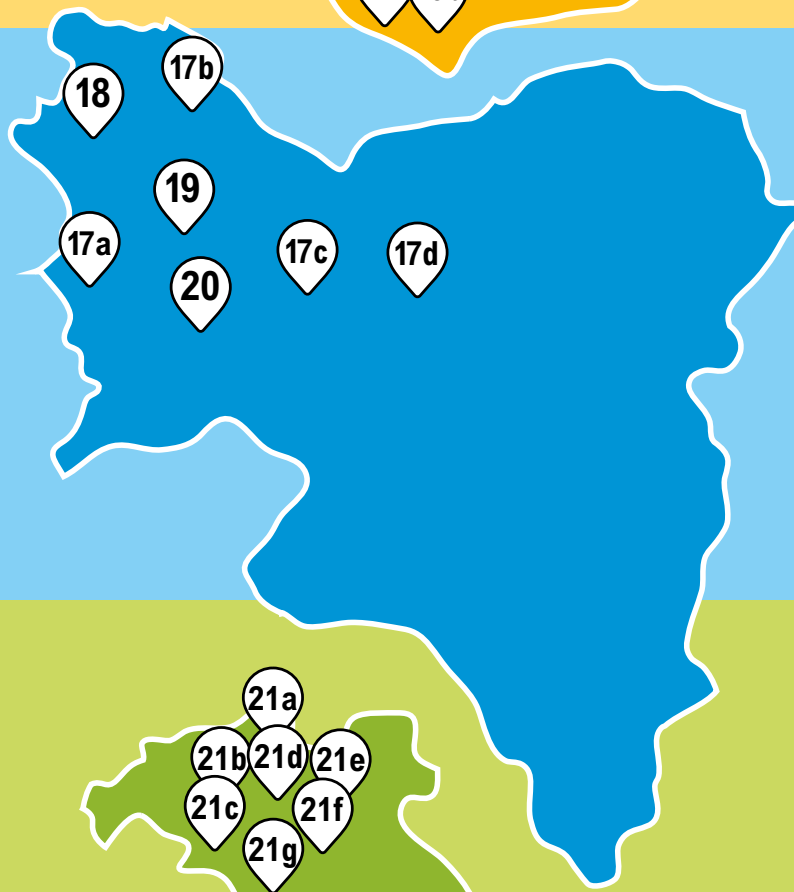
## North Lanarkshire

- 14 GARTCOSH/GLENBOIG COMMUNITY GROWTH AREA**
  - 14a Glenboig Link Road (including nature reserve)
- 15 A8/M8 TRANSPORT CORRIDOR**
  - 15a Orchard Farm Roundabout
  - 15b Eurocentral Park and Ride/Share
- 16 PAN LANARKSHIRE ORBITAL TRANSPORT CORRIDOR**
  - 16a East Airdrie Link Road
  - 16b Motherwell Town Centre Infrastructure (Muir Street and Park and Ride/active travel)
  - 16c Ravenscraig Infrastructure Access



## South Lanarkshire

- 17 COMMUNITY GROWTH AREAS**
  - 17a Community Growth Area: Newton
  - 17b Community Growth Area: East Kilbride
  - 17c Community Growth Area: Hamilton
  - 17d Community Growth Area: Larkhall
- 18 CATHKIN RELIEF ROAD**
- 19 STEWARTFIELD WAY TRANSPORT CAPACITY**
- 20 GREENHILLS ROAD A726 DUAL CARRIAGEWAY**



## East Renfrewshire

- 21 M77 STRATEGIC CORRIDOR**
  - 21a Lavern Works
  - 21b New Railway Station: Barrhead
  - 21c Balgraystone Road Upgrade
  - 21d Country Park Visitor Centre
  - 21e East Renfrewshire Business Boost
  - 21f Aurs Road Realignment
  - 21g Lavern Valley Link



## Case Study: Maximising Community Benefit Opportunities

Over the past ten years Ravenscraig in North Lanarkshire, the site of the former steelworks, has undergone an extensive regeneration.

Aerial image showing the site of the new park at Ravenscraig under construction, formerly the location of the steelwork's strip mill.

Image credit - David Neilson.



2020 ANNUAL PERFORMANCE REPORT

Now building on work completed to date, North Lanarkshire Council's City Deal programme is set to provide the much needed road infrastructure to help realise the full development potential of the 455 acre site.

The Ravenscraig Road Infrastructure project will deliver improved access and connectivity, through and to the site - linking it with Motherwell and the M74 to the south and the M8 at Eurocentral to the north. It will also improve connections through North Lanarkshire to the wider City Region. As a result of these planned improvements, last year an ambitious masterplan was brought forward for thousands of homes, a new park, school and commercial developments.

The contracts for the City Deal works and the other planned council and partner-led projects extend across the site and will run over a period of years. In order to maximise the community benefits arising from these combined contracts, the council is taking forward an innovative area based approach. Around 100 community benefits are being managed and plotted in time and geography to maximise their impact, benefit and the opportunities being offered to people living in the area.

Contracts include construction and consultancy type works – such as for the groundworks, remediation and build of the new town park, and for site investigations, feasibility studies and engineering design.

Jonathan Speed, North Lanarkshire Council, Senior Project Manager for RIA said:

**“In developing the Ravenscraig Community Benefit programme, in the first instance we are working closely with local primary and secondary schools, alongside New College Lanarkshire’s Motherwell Campus, - so that we can tailor opportunities to children and young people living and studying in the local area and who will benefit from the future infrastructure and development it enables.**

**A whole range of placements and education opportunities will be provided throughout the period of Ravenscraig’s development, including school visits, office experience within professional consultants, on site construction placements and apprenticeships and experience with site design and environmental assessments.”**

**“Our intention is to offer children and young people the opportunity to experience all different aspects of development and construction and the many roles it takes to deliver a successful project. Importantly, we’ll be providing experience of diverse possible futures at a time in their education when they may be forming ideas and aspirations for the future.”**

# Case Study: Motherwell Town Centre Transport Interchange – Gateway to North Lanarkshire and Glasgow City Region

North Lanarkshire Council (NLC), through the GCR City Deal Programme, is working in partnership with ScotRail, Transport Scotland (TS) and Strathclyde Partnership for Transport (SPT) on plans to redevelop Motherwell Rail Station and deliver wider transport integration improvements on Muir Street, Motherwell.

Artist impression



A Partnership Steering Group has been set up to drive forward delivery of the project. This will continue to meet throughout the implementation period, supported by a joint operational group and joint communications group.

Collectively, the investment will create an improved gateway to North Lanarkshire and the wider City Region and deliver a flagship development in Motherwell town centre. The investment will improve the experience for rail and bus passengers and connectivity across Glasgow City Region by public transport. It will also facilitate modal shift to how people travel locally, across the Region and nationally.

The Regional transport hub will be delivered in phases. The phase one expansion of existing park and ride provision and improvements to active travel routes has been delivered with funding provided by SPT and the Scottish Government.

The second phase, £14.5 million (including contribution from City Deal) transformation of Motherwell Rail Station, is being led by ScotRail with funding support from Transport Scotland, SPT and North Lanarkshire Council (NLC). The contract has been awarded to contractor Balfour Beatty and work will begin in June 2020 for delivery over 2020-2021.

Finally, during 2021-2022, North Lanarkshire Council, through £3.8 million City Deal funding, will deliver phase three of the transport integration proposals. This will improve links between bus and train services as well as enhancing active travel opportunities and improving accessibility to the station. The project and collaboration will transform the relationship between the Station and the town centre. This will expand the opportunities for business and leisure travel, increasing accessibility and encouraging low carbon travel as well as reducing local congestion and improving air quality.





# F Skills and Employment

Over its lifetime the City Deal is set to create 29,000 new jobs across the Region, in addition to 15,000 temporary jobs during the construction period and will support 5,500 unemployed people back into work.

Regional employment challenges have been supported through three new labour market projects - providing targeted support to 16-24 year olds; to vulnerable residents; and through a pilot labour market project in the Care sector.

All three labour market projects are now complete, with progress reported in previous Annual Reports.

**IN WORK PROGRESSION:** A pilot labour market progression project in the Care sector to support the training and development of staff and sector resilience.

Value:  
**£600,000**



**Status:** Project complete.

**WORKING MATTERS:** A employment scheme for people in receipt of health related benefits, targeted to work with 4,000 people, assisting at least 600 into sustained work.

Value:  
**£9 million**



**Status:** Project complete.

**YOUTH GATEWAY:** An integrated regional employment programme for young people (aged 16-24), targeted to help 5,000 into sustained work.

Original Value:  
**£15 million**  
Member Authorities invested £31.8 million



**Status:** Project complete.

## Working Matters (Successor Project)

Following the conclusion of the Working Matters project at the end of March 2019, a short-term successor project was established to utilise a small level of the Department for Work and Pension (DWP) grant underspend. Seven of the Member Authorities have participated in the Successor Project, which was developed in partnership with the DWP, to deliver employment support for former clients of the main Working Matters projects and also for other priority client groups such as members of Black and Minority Ethnic (BAME) communities, those who are disabled or who have a long-term health condition, clients with poor mental health or

addiction issues, ex-offenders, or older workers aged 50 plus. The Successor Project set out targets relating to the number of clients who would be supported and the number who would be helped back into employment.

Prior to the Covid-19 pandemic, the project was scheduled to operate until the end of July 2020.

The table below demonstrates the number of clients supported by the Successor Project and the number who moved into employment by the end of March 2020.

### Reporting Period 1 April 2019 - 31 March 2020

Member Authority	Clients Engaged	Target	Percentage	Clients Participating	Percentage of Engaged Clients Participating
East Dunbartonshire	17	15	113%	17	100%
Glasgow	199	160	124%	129	65%
Inverclyde	0	4	0%	0	0%
North Lanarkshire	65	32	203%	32	49%
Renfrewshire	40	50	80%	23	58%
South Lanarkshire	70	65	108%	69	99%
West Dunbartonshire	44	45	98%	33	75%
<b>TOTAL</b>	<b>435</b>	<b>367</b>	<b>119%</b>	<b>303</b>	<b>70%</b>

South Lanarkshire Council and West Dunbartonshire Council focussed their employability on providing intensive support for clients at the early stage of the employability pathway who face multiple barriers to employment, rather than those closer to the labour market. Inverclyde Council was unable to commence its programme of activity, linked to the delivery of Further Education courses due to the impact of Covid-19 and lockdown.

## Case Study: Work Connect

West Dunbartonshire Council's approach to Working Matters was adapted to meet local ambitions to introduce system changes to assist highly vulnerable people to move towards and into employment.

The pilot focused on a specific hard to reach group with a key objective to strengthen relationships between the mainstream employability and specialist support services – recognising and addressing the complexities of different organisations struggling to align efforts, despite shared intentions.

The approach included a shared agenda and measurement framework, mutually reinforcing activities and strong lines of communication.

The service was developed on a partnership basis where Working 4U, the council's employability service, provided case managed support and Work Connect, a specialist supported employment service, engaged with members of the community to provide:

- specialised person-centred needs analysis;
- low level psychological interventions with a health professional;
- activities to promote healthy living;
- support from other services within Work Connect, designed to help participants in their journey to better health.

Colin was referred to the programme in November 2019. Since leaving school over 20 years ago, he had yet to gain experience in paid employment. Through discussion with a dedicated case manager, Colin's main objectives emerged as a need to increase his confidence and improve his ability to compete for work in the open labour market.

Initially attending six sessions at the Work Connect Employment Lab, he received advice, guidance and support on traditional employability skills development, suited to his learning style. He also attended and enjoyed a six-week, Working on Confidence course where he engaged and participated keenly in peer group work.

As Colin expressed a particular interest in catering roles, he was provided with relevant training and learning opportunities.



And working at a pace that suited him, he achieved a range of vocational qualifications that will assist him to pursue his career goal, including REHIS – Food Hygiene and Customer Service, and Health and Safety.

With the skills and knowledge gained, Colin was offered a voluntary placement at the Pavillion Café in Dumbarton. This work experience further developed his confidence to communicate with the general public and he now has the knowledge and skills to explore opportunities within the wider labour market.

Thanks to the City Deal employability pilot, Colin is now much better placed to pursue his goals and the partnership is in a stronger position to design and deliver specialist, employability services for people with challenges that prevent them from considering employment as a viable option.



## Innovation and Business Growth

With construction completed for all three Innovation and Business Growth projects, work is now underway to monitor and measure their contribution to the local economy and the benefits being derived from their operation.

**MediCity:** brings together academics, entrepreneurs, clinicians and business support services to boost the development of new healthcare services and medical technology.

Value:  
**£1.012 million**



**Status:** Construction completed, opened March 2016.

**Progress at 31 March 2020:**

**11,000 square feet**  
of recovered commercial floor space

**149 jobs created**  
in high potential start-ups

**£18.7 million**  
private investment raised

**Tontine:** A new centre for business incubation and growth in Glasgow's Merchant City provides dedicated support and flexible work space for growing SMEs.

Value:  
**£1.67 million**



**Status:** Construction completed, opened August 2016.

**Progress at 31 March 2020:**

**3,015 square feet**  
of recovered office floorspace

**530 jobs generated**

**51 businesses** supported

**£54.2 million**  
of gross turnover of supported companies

**Imaging Centre of Excellence (ICE):**

The University of Glasgow led facility provides ground-breaking medical research and commercialisation facilities for clinical researchers, and companies developing new products in the life sciences sector.

Supported by:

**£16 million** City Deal funding,  
as part of a **£32 million** project total



**Status:** Opened March 2017.

**Progress at 31 March 2019:**

**14 organisations**

located within the award winning UK Science Park Association Clinical Innovation Zone

**£38 million**

grant secured from the UKRI Strength in Places fund to establish a 'Living Laboratory' that will translate cutting-edge science and innovation into a real world clinical setting

**Over £4.5 million**

of research income was secured through ICE in 2019/20

## MediCity Scotland

MediCity Scotland is a dedicated medical technology incubation facility based at BioCity Scotland Ltd in Newhouse, North Lanarkshire. It was established with the support of £1.012 million capital investment from the Glasgow City Region City Deal, with funding from the UK Department of Business, Energy Innovation and Strategy, matched with contributions from BioCity Scotland Ltd. Additional funding was also provided by 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 11,000 square feet of office space and incubation workspace has been created through the refurbishment of a vacant building at the BioCity campus. Capital works for the project were completed in October 2015 and the site was officially launched on 17 March 2016.

By March 2020, 65 companies have been supported by the project, over 149 new jobs have been created, 25 new projects or services have been launched into the MedTech, healthcare or wellbeing market and nearly £18.7 million of private investment has been raised by companies based at MediCity.

**£1.012 million**

of capital investment from Glasgow City Region City Deal



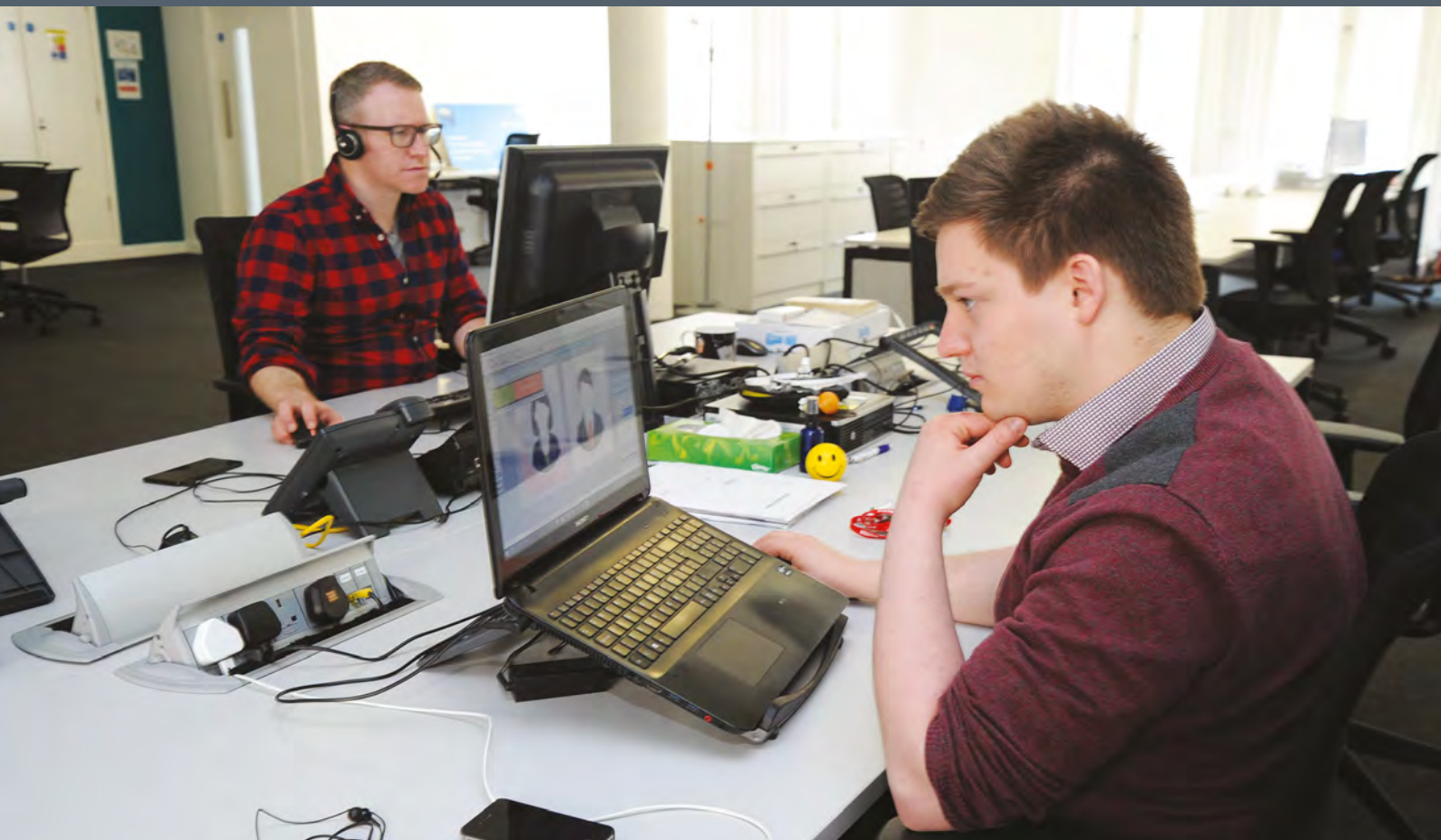
**£18.7 million**

of private investment has been raised to date



## Tontine

Tontine, based in Glasgow's Merchant City, supports and sustains the development of high-growth companies in the enabling technology, advanced design and manufacturing, and creative economy sectors.



Capital works for Tontine completed in March 2016, with the project then moving to delivery of outputs and outcomes. A Business Adviser continues to be based on-site to co-ordinate business support. There are currently 27 businesses occupying space in the facility. Tontine celebrated its third anniversary in August 2019 and continues to progress well against City Deal milestones. As of the end of March 2020, Tontine has supported 51 businesses which have delivered a combined increase in turnover of £54.2 million and generated 530 jobs. Work is ongoing to revise the Business Plan to explore options beyond the City Deal period.

Also in 2019-2020, in collaboration with the University of Strathclyde, nine Tontine businesses participated in iGAP – a tailored

accelerator programme which delivered relevant, accessible and practical learning to support growth aspirations. The programme was delivered over a six month period from September 2018 to February 2019, and consisted of three two-day workshops, covering Market, Leadership, and Resource. Feedback from the participating businesses rated the programme highly and indicated it was beneficial for direction setting and strategic focus.



**530** new jobs  
generated

## Case Study: Tontine Based Entrepreneur Developing Mobile App to Fight Coronavirus

Tontine based entrepreneur and Glasgow University alumni Dr Carla Brown, is celebrating her latest success after being awarded a £50,000 grant by Government agency Innovate UK, to develop a mobile app aimed at helping children prevent the spread of coronavirus.



The game, for young people aged eight to 16 years, will feature drug and vaccine development to teach them about the virus, with analytics measuring health behaviours.

Founder of Game Doctor which launched in 2016, microbiologist Carla's fledgling enterprise is comprised of scientists and game developers and uses gamification to change the way health information is communicated and tracked, to ensure patients receive accurate information in an imaginative and engaging way.

The team will be working closely with Covid-19 researchers from the University of Glasgow and Queen's University Belfast on the game, with support from a University of Stirling health psychologist. It is expected to be launched in September for iOS and Android and will be free to download.

Dr Carla Brown said:

**“This is a tense time for all of us, particularly for young people navigating ‘the new norm’ who, if things go according to plan, will be returning to school in August.**

**“We hope that by educating and equipping children to adjust, they will feel empowered and much less anxious. This funding will enable us to use our expertise to make a difference in these challenging times.**

**Being based at Tontine has given our team the flexibility to develop and we are looking forward to further challenges and future successes ahead.”**

## Case Study: Living Lab Game Changer

The University of Glasgow has been awarded a £38 million grant by UK Research and Innovation to create a lab that brings cutting edge science and innovation into a real world clinical setting.

It will form part of the University's Glasgow Riverside Innovation District (GRID) which will be central to the creation of a cross-river Innovation District being developed through the City Deal.

The Living Lab will be based next to the Queen Elizabeth University Hospital where researchers will work on tailoring medical treatments to patients, helping treat people more quickly and

minimising side effects. More than a dozen public and private partners are involved in the project. Alongside the £38 million provided through UK Research and Innovation's Strength in Places fund, the Living Lab will be supported by more than £22 million from industry partners and infrastructure investment of £27.5 million through the Glasgow City Region City Deal.



Artist impression.

Project director Dr Carol Clugston said: **“The Living Laboratory and Health Innovation Hub project will enable a step-change for companies operating in this sector, by proactively addressing one of the most significant challenges for precision medicine - translating innovation into standard clinical practice.”**

**“The City Deal originally enabled the University of Glasgow to establish the Clinical Innovation Zone several years ago, which provided space to attract our industry partners - without whom today's £38 million Strength in Places award wouldn't have been possible.”**

The £27.5 million City Deal funding is sourced through Glasgow City Council's Clyde Waterfront and West End Innovation Quarter (CWWEIQ) project. In May last year, £1 million was assigned for design, site investigations and technical studies, with a further £7 million earmarked to address access constraints and for remediation of the vacant site. The balance will meet the costs of supporting infrastructure in the wider area. Investments in projects such as the Govan - Partick Bridge will improve connectivity and ensure that the development of the Living Lab supports the regeneration of Central Govan.

The Glasgow Riverside Innovation District (GRID) project aims to regenerate the waterfront as an attractive urban quarter that will bring significant private sector investment to Glasgow; unlock the economic potential of vacant and derelict sites close to Queen Elizabeth University Hospital; create an estimated 4,000 new jobs and 184,000 square metres of new commercial floor space.





## Imaging Centre of Excellence (ICE)

The University of Glasgow Imaging Centre of Excellence (ICE), located at the Queen Elizabeth University Hospital (QEUH), was delivered as part of a total £32 million project, with £16 million funding from Glasgow City Region City Deal.



Incorporating a 7 Tesla MRI scanner, an ultra-high resolution scanner and the first of its kind fully integrated within a clinical site in the UK, ICE adds significant value to the University's co-located research imaging developments, which include 3T MRI and CT scanners. Since opening in March 2017, more than 6,000 research and clinical CT and MRI scans have been completed.

In addition to enhancing the capacity to deliver leadership internationally in imaging and Precision Medicine, ICE provides specialist infrastructure at the QEUH campus, including dedicated space for biomedical companies to co-locate. This UK Science Park Association (UKSPA) accredited Clinical Innovation Zone (CIZ) won the 2019 UKSPA 'Setting the Pace' award, recognising enabling assets, facilities and support as part of this ever growing life sciences cluster. The CIZ is driving healthcare innovation for the benefit of the people of Scotland, whilst attracting international talent, inward investment and economic growth. Fourteen organisations are located on site, including key imaging companies Siemens Healthineers, Canon Medical and MR CoilTech.

ICE has increased the level of research income secured with 2019 being the best year to date for research income. In 2019, £7.2 million was awarded to the core ICE researcher team, compared to £3.3 million in 2018 and £2.1 million in 2017.

The £16 million Industrial Centre for Artificial Intelligence Research in Digital Diagnostics (iCAIRD) is now up and running and the core operational staff are located within ICE. iCaird is a collaboration of 15 partners across academia, NHS and industry which will deliver significant benefits for patients including those with stroke, gynaecological disease, colon cancer and breast cancer.

In February 2020 the Scottish Government announced £9.5 million of continued support for the Precision Medicine Innovation Centre Scotland cofounded by Scottish Funding Council and Scottish Enterprise. This facility works closely with ICE and shares commonly managed innovation space within the Clinical Innovation Zone.

In September 2019 an application was submitted to the UKRI Strength in Places fund in order to develop a 'Living Laboratory' which would create an internationally leading project focused on translating cutting-edge science and innovation into a real world clinical setting. The application was successful and a £38 million grant for the Living Laboratory was announced by the UK Business Minister in June 2020. The Living Lab is projected to deliver 446 high-value jobs and £136 million GVA over an 8-year period. The University is working closely with Glasgow City Council and Glasgow City Region City Deal on master planning the Living Laboratory project as part of the Glasgow Riverside Innovation District (GRID), which will bring further physical and economic regeneration to Govan and beyond.

ICE has firmly established itself as a flagship site leading the evolution of 7T MRI systems from primarily research use towards clinical usage. The strategic importance of ICE is also underlined through its key enabling role in developing, supporting and hosting recent major grant successes most notably iCAIRD and Living Laboratory.



## H Finance

The following provides a summary of the financial position for the period 1 April 2019 to 31 March 2020.

The Finance Strategy Group, made up of the Member Authority Finance Directors, monitors financial progress and reviews financial risks. Our main financial risks, as reflected in the risk register, remained largely unchanged over the year. These include meeting forecasted spending profiles, ensuring implementation of Green Book methodology and Member Authority and partner funding contributions failing to materialise. More immediate operational risks are reviewed in a programme of internal and external audit.

The City Deal Programme is funded over a twenty year period.

### Expected Spend 2019-2020 versus Business Case Approvals by Project/Member Authority

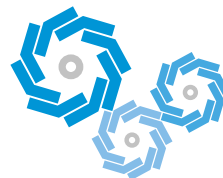
The table on page 36 shows the Infrastructure project funding costs. The actual spend for 2019-2020 was £59.8 million. Funding approved through the Business Cases approval process represents a total cumulative spend of £345 million. Actual spend for City Deal projects is summarised for each Member Authority.

Two columns summarise grant allocation. The first shows grant allocations for 2019-2020 and the second provides the cumulative grant position over the first five years of the Programme. The total £30 million grant allocation was distributed to Member Authorities as per the grant allocation model. Cumulative spend to the end of 2019-2020 over the first five financial years of the Programme is £216.5 million against £150 million cumulative grant.



### £30 million

Total grant allocation was distributed to Member Authorities in 2019-2020



### £216.5 million

Cumulative spend to the end of 2019-2020 over the first five financial years of the Programme

### City Deal Infrastructure Financial Monitoring Actual Spend versus Business Case Approvals by Project as at 31 March 2020

Infrastructure Authority/Project	Estimated Project Funding	Actual Spend 2019-2020	CTD Actual Spend	Funding allowed through Business Case Stage Approvals	Grant Allocation 2019-2020	Cumulative Grant Allocation	Cumulative grant/ cumulative projected spend
East Dunbartonshire - Place and Growth	34,880,000	-	-	700,000	-	-	-
<b>Total East Dunbartonshire</b>	<b>34,880,000</b>	<b>-</b>	<b>-</b>	<b>700,000</b>	<b>-</b>	<b>-</b>	<b>-</b>
East Renfrewshire M77 Strategic Corridor	44,000,000	3,762,496	11,495,641	11,612,480			
<b>Total East Renfrewshire</b>	<b>44,000,000</b>	<b>3,762,496</b>	<b>11,495,641</b>	<b>11,612,480</b>	<b>1,630,000</b>	<b>7,903,000</b>	<b>69%</b>
Glasgow Canal and North (Sighthill)	73,390,000	2,295,995	56,758,687	83,393,000			
Glasgow Canal and North	15,900,000	1,361,946	6,705,653	-			
Glasgow City Centre	115,520,000	3,703,815	12,715,175	24,171,000			
Glasgow Clyde and Waterfront	113,900,000	2,552,421	6,765,072	10,055,000			
Glasgow Collegelands	27,000,000	1,813,132	5,443,050	6,488,000			
Glasgow MGSDP	40,200,000	9,225,148	17,229,454	33,690,000			
<b>Total Glasgow</b>	<b>385,910,000</b>	<b>20,952,457</b>	<b>105,617,091</b>	<b>157,797,000</b>	<b>11,863,000</b>	<b>73,328,000</b>	<b>69%</b>
Inchgreen	9,427,000	27,600	28,600	150,000			
Inverkip	3,250,000	10,000	18,000	260,000			
Ocean Terminal	14,137,000	3,904,613	4,399,242	9,693,000			
<b>Total Inverclyde</b>	<b>26,814,000</b>	<b>3,942,213</b>	<b>4,445,842</b>	<b>10,103,000</b>	<b>2,498,000</b>	<b>2,999,000</b>	<b>67%</b>
North Lanarkshire A8/M8*	6,634,316	97,608	262,793	4,484,000			
North Lanarkshire Gartcosh/Glenboig	6,223,205	152,137	5,667,575	7,317,204			
North Lanarkshire Pan Orbital Transport Corridor	159,605,479	1,171,719	2,311,086	5,936,000			
<b>Total North Lanarkshire</b>	<b>172,463,000</b>	<b>1,421,464</b>	<b>8,241,454</b>	<b>17,737,204</b>	<b>459,000</b>	<b>6,381,000</b>	<b>77%</b>
Renfrewshire CWRR	90,636,000	981,725	15,116,159	13,866,000			
Renfrewshire GAIA	39,049,000	13,980,338	21,931,116	39,049,000			
<b>Total Renfrewshire</b>	<b>129,685,000</b>	<b>14,962,063</b>	<b>37,047,275</b>	<b>52,915,000</b>	<b>6,726,000</b>	<b>24,135,300</b>	<b>65%</b>
South Lanarkshire Cathkin Relief Road	19,028,457	139,290	14,584,575	21,628,000			
South Lanarkshire Council Community Growth Areas	62,300,000	5,594,382	14,816,961	21,080,000			
South Lanarkshire Greenhills	25,688,011	8,196,077	15,554,494	25,688,011			
South Lanarkshire Stewartfield Way	62,212,230	87,994	291,776	1,205,500			
<b>Total South Lanarkshire</b>	<b>169,228,698</b>	<b>14,017,743</b>	<b>45,247,806</b>	<b>69,601,511</b>	<b>6,141,000</b>	<b>31,092,000</b>	<b>69%</b>
West Dunbartonshire - EXXON	27,897,000	205,392	1,515,323	9,601,000	153,000	1,228,000	81%
Airport Access Project	144,294,000	530,225	2,933,550	15,149,000	530,000	2,933,700	100%
<b>TOTAL INFRASTRUCTURE</b>	<b>1,135,171,698</b>	<b>59,794,053</b>	<b>216,543,982</b>	<b>345,216,195</b>	<b>30,000,000</b>	<b>150,000,000</b>	<b>69%</b>

\*North Lanarkshire Council Projects' virement has been reflected in the above figures and is subject to submission and Cabinet agreement of a Business Case.

## Infrastructure Project Funding and Expected Spend versus Grant Drawdowns

The table below shows the actual claims for 2019-2020 of £59.8 million compared with the grant drawdowns received of £30 million in 2019-2020.

### City Deal Infrastructure Financial Monitoring Project Funding and Actual Spend versus Grants Drawdowns as at 31 March 2020

Infrastructure Authority/Project	Revised Project Funding £	Grant Allocation 2019-2020 £	Total Claim 2019-2020 £
East Renfrewshire M77 Strategic Corridor	44,000,000	<b>1,630,000</b>	3,762,496
<b>Total East Renfrewshire</b>	<b>44,000,000</b>	<b>1,630,000</b>	<b>3,762,496</b>
Glasgow Canal and North	89,290,000		3,657,941
Glasgow City Centre	115,520,000		3,703,815
Glasgow Clyde and Waterfront	113,900,000		2,552,421
Glasgow Collegelands	27,000,000		1,813,132
Glasgow MGSDP	40,200,000		9,225,148
<b>Total Glasgow</b>	<b>385,910,000</b>	<b>11,863,000</b>	<b>20,952,457</b>
Inchgreen	9,427,000		27,600
Inverkip	3,250,000		10,000
Ocean Terminal	14,137,000		3,904,613
<b>Total Inverclyde</b>	<b>26,814,000</b>	<b>2,498,000</b>	<b>3,942,213</b>
North Lanarkshire A8/M8	6,634,316		97,608
North Lanarkshire Gartcosh/Glenboig	6,223,205		152,137
North Lanarkshire Pan Orbital Transport Corridor	159,605,479		1,171,719
<b>Total North Lanarkshire</b>	<b>172,463,000</b>	<b>459,000</b>	<b>1,421,464</b>
Renfrewshire CWRR	90,636,000		981,725
Renfrewshire GAIA	39,049,000		13,980,338
<b>Total Renfrewshire</b>	<b>129,685,000</b>	<b>6,726,000</b>	<b>14,962,063</b>
South Lanarkshire Cathkin Relief Road	19,028,457		139,290
South Lanarkshire Community Growth Areas	62,300,000		5,594,382
South Lanarkshire Greenhills	25,688,011		8,196,077
South Lanarkshire Stewartfield Way	62,212,230		87,994
<b>Total South Lanarkshire</b>	<b>169,228,698</b>	<b>6,141,000</b>	<b>14,017,743</b>
West Dunbartonshire - EXXON	27,897,000	153,000	205,392
<b>Total West Dunbartonshire</b>	<b>27,897,000</b>	<b>153,000</b>	<b>205,392</b>
Airport Access Project (Regional project)	144,294,000	530,000	530,225
East Dunbartonshire - Place and Growth	34,880,000		
<b>TOTAL INFRASTRUCTURE</b>	<b>1,135,171,698</b>	<b>30,000,000</b>	<b>59,794,053</b>

**£59.8 million**  
actual spend 2019-2020



**£30 million**  
compared with the grant drawdowns  
received 2019-2020



## Skills and Employment Financial Monitoring

There are three Skills and Employability projects. Youth Gateway is fully funded by the Member Authorities, with £31.8 million invested compared to the original £15 million. In Work Progression funding is £0.6 million, equally funded by the Department for Work and Pensions (DWP) and the Member Authorities. The total spend for In Work Progression at 31 March 2020 is £0.34 million.

The Working Matters Successor Project continued throughout 2019-2020. The table below shows spending for the Successor Project.

### City Deal Skills and Employment Financial Monitoring Project Funding and Actual Spend versus Grants Drawdowns

Working Matters - Member Authority	Actual Spend 2019-2020 £
East Dunbartonshire	12,393
East Renfrewshire	-
Glasgow	89,006
Inverclyde	-
North Lanarkshire	43,772
Renfrewshire	52,641
South Lanarkshire	69,596
West Dunbartonshire	31,659
<b>ALL - Working Matters</b>	<b>52,838</b>
<b>TOTAL WORKING MATTERS</b>	<b>351,905</b>

The table above gives the 2019-2020 actual expenditure for the Successor Project. The actual spend of £351,905 in 2019-2020 has been reported on the Statement of Grant Usage to the Department for Work and Pensions and results in a cumulative spend and grant claim of £4,321,900 for the core Working Matters project, including the Successor Project element which ran during 2019-2020.

## Innovation and Business Growth Financial Monitoring

Funding for the three Innovation and Business Growth projects completed in the period to 31 March 2017.

## Case Study: Govan-Partick Bridge

Arguably one of the most symbolic of all the Glasgow City Region City Deal projects will be the pedestrian and cycle bridge reconnecting the Glasgow communities of Govan and Partick. The bridge - called for by both communities - will span between Water Row on the south bank of the Clyde and Pointhouse Quay on the north, bringing back a connection used for hundreds of years but which stopped when ferry services ended in the 1960s.



Artist impression

Construction on the bridge is expected to begin in 2021, with completion in 2022.

At 115 metres, this will be one of the largest opening footbridges in Europe. The deck is wide enough to provide space for use by pedestrians and cyclists and 'step-free' access making it usable for those in wheelchairs and pushing buggies.

The design of the tower evokes historical references such as the cranes of the Govan Shipyard while also reflecting the contemporary form of the Riverside Museum. The bridge will take a few minutes to move to the open position, when it will allow larger vessels - including the Waverley - access up the Clyde.

Once complete, the bridge will form part of a high quality active travel route between communities, academic institutions, transport hubs, businesses and visitor attractions (the Riverside Museum alone attracts over one million visitors each year) on both banks of

the river. In doing so it will play a critical role in fostering the development of the Glasgow Riverside Innovation District and act as a focal point for the redevelopment of Water Row.

The bridge will also play a role in post-pandemic resilience - at present the only way of crossing the river from Govan to the West End is by underground by the Subway. The Bridge will provide an alternative river crossing which will remain accessible should physical distancing ever be required again.

Following selection of the preferred design in February 2020, and in an innovative move, the public were invited on a virtual tour of the bridge. The virtual reality experience showcased every detail of the new bridge and proved a successful engagement tool for the locals to interact and ask questions about the Govan-Partick Bridge.

## Programme Management Office (PMO) Financial Performance

The PMO is fully funded through contributions from the eight Member Authorities, with the PMO budget set and recharged to Member Authorities annually.

Staffing costs are the main item of PMO expenditure. Salary costs and any administrative expenses incurred are reimbursed in full from the participating authorities.

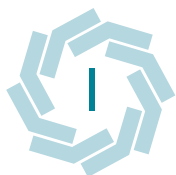
The PMO had an approved budget of £1,289,002 for the financial year 2019-2020.

The actual expenditure for the PMO office was £1,284,983, representing an under-spend of £4,019 mainly due to savings in employee costs. The table below gives a detailed breakdown of the PMO budget.

### Glasgow City Region: City Deal Programme Management Office Budget as at 31 March 2020

	Actual Costs to 31 March 2020 £	Revised Budget 2019-2020 £	Budget Variance £
Salary Costs	968,546	902,511	66,035
Supplies	387,012	378,291	8,721
Transport	1,427	0	1,427
Third Party Costs	8,410	8,200	210
<b>Total PMO Projected Spend</b>	<b>1,365,395</b>	<b>1,289,002</b>	<b>76,393</b>
<b>Previous Year's carry forward</b>	<b>-80,412</b>	<b>0</b>	<b>-80,412</b>
<b>TOTAL</b>	<b>1,284,983</b>	<b>1,289,002</b>	<b>-4,019</b>





# I Monitoring and Evaluation

## Gateway Review One

The Glasgow City Region Programme Management Office submitted our final evaluation reports to the UK and Scottish Governments in November 2019. These reports included a series of independent evaluation reports prepared by the National Evaluation Panel (NEP), alongside a report from the Commission on Economic Growth and additional evidence provided by the Programme Management Office.

The independent evaluation carried out by the NEP covered a number of strands of work including:

- Impact Evaluation;
- Progress Evaluation;
- Capacity Development and Partnership.

Following the submission of the documents, a Challenge Session was held with the City Region and both governments in January 2020 which gave the opportunity to discuss the progress made during the first five years of the City Deal and highlight areas of opportunity and challenge for the next period. In May 2020 the UK and Scottish Governments announced that Glasgow City Region had successfully passed the first Gateway Review, unlocking the next £250 million tranche of funding over the next five years.

## Project Output Quarterly Monitoring

The quarterly project monitoring report collated by the PMO provides a summary of the direct outputs from City Deal Infrastructure projects.

The early indication of indirect outcomes from projects will be captured by Member Authorities and shared with the PMO in their quarterly report to the PMO.

The project benefits delivered each quarter and the cumulative benefits delivered to date will be reported to the Chief Executives' Group and Cabinet, and shared with the UK Government and Scottish Government. The table on page 42 demonstrates benefits delivered until the end of March 2020.

## Risk

The risk management approach for the overall Programme and the projects within it is set out within the Assurance Framework 2019 and the Programme Management Toolkit. The approach was refreshed during 2019-2020 to be line with risk management best practice.

## Glasgow City Region City Deal Logic Model Project Output Quarterly Reporting

Benefits	Estimated Total Project Benefits by 2035	Benefit Delivered to end of March 2020
Blue Green Infrastructure (square metres)	202,000	26,593
Public Realm created (hectares)	37	3
Public Realm enhanced (hectares)	41	9.8
Cycle Routes (kilometres)	53	3
Junctions (New)	5	2
Junctions (Improved)	101	9 (3)
Pedestrian Routes created (kilometres)	29	2
Road Bridges (New)	4	1
Road created (New) (kilometres)	23	4
Road enhanced (kilometres)	34	6
Park and Ride (New) (number of spaces)	155	155
Total Area reclaimed, (re)developed or assembled (hectares) as a result of the project	943	347
Total Area of Opportunity Sites (hectares)	580	43
Vacant and Derelict Land brought back into Use/Removed from SVDL Register (hectares)	178	9
Financial, Professional and Other Services (Class 2) (square metres)	40,412	1,860
Business (Class 4) (square metres)	496,462	4,902
General Industrial (Class 5) (square metres)	346,215	7,435
Non-residential Institutions (Class 10) (square metres)	9,515	3,005
Number of New Residential Units	19,071	1,421
Number of New Private Housing Units	7,594	1,074
Number of New Affordable Housing Units	850	190

# J Outlook

With a successful Gateway Review behind us, we now place our focus firmly to the next five years.

Clearly, our immediate priority is to re-set our infrastructure programme in light of the recent delays and the changes that need to be implemented as a result of Covid-19. And at the same time we are working hard to understand the impact of the pandemic on the Regional economy and to take measures to build it back up again.

Thankfully, construction is re-starting. At Sighthill work has restarted on the new homes, made possible through City Deal infrastructure works, and contractors are on site for the build of the iconic bridge over the M8 motorway. Member Authorities are developing updated project delivery plans and these will be collated into a refreshed Programme Business Case in the coming months.

We will reflect on our existing governance structures – the role, remit and output of the people and groups who support the delivery of the City Deal and Regional economic strategy, including and reporting into Cabinet.

A comprehensive review exercise is already underway and will extend across all stakeholders and partners to ensure they remain fit for purpose and that we have the very best possible foundations to direct our focus, work most effectively together as a partnership and successfully deliver Regional economic growth.

Extensive work is underway to understand the impact of recent events on our economy, individual sectors and on local jobs. We are working with government, with the Economic Commission and the Fraser of Allander Institute to build intelligence to help establish what we want to be as a Region, what opportunities are arising and how we re-build and re-configure our economy, to evolve in light of the changing world and build resilience.

We have developed a Regional Economic Recovery Plan, focused around the core themes of People, Place and Business. The draft plan is being progressed through collaboration with key regional partners, including Skills Development Scotland and Scottish Enterprise, and in consultation with our Policy Portfolio Groups. The Regional Recovery Plan aligns with the recommendations of key national

policy documents, such as the Scottish Government's Advisory Group on Economic Recovery and the Skills and Enterprise Strategic Board. Performance against the delivery of the Recovery Plan will be reported through our Regional Economic Partnership and Cabinet.

All of this important work will feed into the renewal of our Regional Economic Strategy which will be published in Spring 2021.

In the next twelve months and beyond, a large part of our focus will be around environmental sustainability, with some new initiatives to be announced and work to ensure it is embedded across everything we do.

Work to improve transport and connectivity, a key focus of the £1 billion programme, will move forward, including a feasibility study on proposals for a Glasgow metro system - a sustainable transport solution which has the potential to greatly improve access to jobs and build on our status as a global city region.

We will move forward with the Clyde Mission initiative - an exciting Regional project which focuses on drawing further investment and employment to key locations along the River Clyde, linking a number of City Deal projects and the three City Region Innovation districts. We are working with partners to accelerate this programme as a priority.

We recognise that there are real challenges ahead of us, as there are of course for other Regions. However, our partnership and the people within it provide a strong foundation on which to build on the success of the past five years. We have much to look forward to and an opportunity to re-shape our Region, its people, businesses, economy, and future resilience.



**Kevin Rush**

Director of Regional Economic Growth

## Glasgow City Region: Economy at a glance



**£42.9 million**

Total GVA  
4th largest City Region  
economy outside of  
London



**£48,585**

GVA per job filled, experienced  
a larger percentage  
increase than London  
in the short-term



**£30**

GVA per hour worked,  
increased by 25% over the  
last 10 years



**29,275**

Total Enterprises  
407 enterprises per 10,000  
of total population



**43.9%**

Population (age 16-64)  
with a degree-level education.  
Approximately 520,000  
individuals



**1.8 million**

Total Population  
- 37% of Scotland's  
total population



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