

Glasgow City Region City Deal

Annual Implementation Plan

1st April 2020 – 31st March 2021



GLASGOW
CITY REGION
City Deal

1. Introduction

- 1.1 The Annual Implementation Plan covers the period April 2020 to March 2021.
- 1.2 This report is a requirement of the Assurance Framework and provides a statement of our intentions – setting out details of our planned activities for the coming year for Cabinet and our Government partners.
- 1.3 Progress on the delivery of the actions set out in this Plan will be reviewed, updated on a quarterly basis and reported to Cabinet and Government. It should be noted that, owing to the exceptional circumstances being experienced as a result of COVID 19, the planned actions and the intended dates will be subject to review and revision throughout the course of the year.

2. The Glasgow City Region City Deal

- 2.1 The Glasgow City Region City Deal was the first City Deal in Scotland and remains one of the largest in the UK. Funding of £1.13 billion will deliver 21 infrastructure projects including new roads, bridges and improved transport infrastructure across the Region as well as further construction, remediation and public realm works. The majority of these projects are already underway, with some already completed. This investment will help unlock vacant sites in key locations, assisting further housing, retail and commercial development. In fact, the City Deal is anticipated to lever in an estimated £3.3 billion of private sector investment over 20 years.
- 2.2 Our three Innovation and Business Growth projects have been completed, supporting the growth of small and medium sized businesses and enhancing the Life Sciences' sector. Over its lifetime the City Deal is expected to create thousands of new jobs and help many unemployed people back into work. Local employment challenges have been supported through three labour market projects, all of which are completed and which provided targeted support to 16-24 year olds, to vulnerable residents, and to the Care sector. Evaluation exercises on these have provided valuable learning for future Regional labour projects.

3. Programme Governance and Scrutiny

- 3.1 In 2014, the eight Glasgow City Region Councils agreed to establish a Joint Committee to govern the City Deal and determine the strategic economic development priorities for Glasgow City Region. The lead body of the Joint Committee is Glasgow City Region Cabinet (CAB) which is made up of the Leaders of the participating authorities.
- 3.2 The Programme Management Office (PMO) acts as a secretariat for the Cabinet and is the central point for appraisal and monitoring of all aspects of City Deal. The Cabinet is supported by a Chief Executives' Group (CEG), which oversees the management of the PMO in its delivery of the operational functions of the Cabinet. The Chief Executives' Group proposes a programme of works and where required provides recommendations. The Cabinet takes advice from the Commission on Economic Growth (The Commission) and the Economic Leadership Board.
- 3.3 The Chief Executives' Group is also supported by a number of sub-groups, comprised of officers from the participating councils. To further the existing collaboration between the eight local authorities, a distributive leadership model was agreed in June 2016, based around eight portfolios focused upon driving wider

economic growth. Consultation continues to take place with the Glasgow City Region Programme Liaison Group, which has representatives from both the UK and Scottish Governments. Governance arrangements align to the Assurance Framework and the Programme Business Case. The City Deal is supported by a programme of internal and external audits and continues to participate in the Scottish Parliamentary Inquiry into City Deals.

4. Programme Outcomes

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

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

5. Outlook for 2020/21

5.1 During 2019/20, GCR progressed through its first Gateway Review, successfully unlocking £250 million of the governments' joint £1billion investment. The documentation which was submitted for the Gateway recognised the achievement which had been made to date including the completion of the three projects within the Skills and Employment Workstream.

IN-WORK PROGRESSION - A pilot labour market progression programme in the Care sector. The aim of this prototype scheme is to support the training and development of staff in low income jobs, thereby boosting their wages and reducing their reliance on in-work benefits. The pilot completed in December 2018 and the final evaluation report was shared with the Cabinet in August 2019.

WORKING MATTERS - Working Matters was a regional three year project aimed at demonstrating innovative ways of working with 4,000 people living in Glasgow City Region who are furthest away from the labour market. The programme was targeted with supporting 600 people into sustained employment. The project completed in March 2019 and the final evaluation report was submitted to the Cabinet in August 2019.

YOUTH GATEWAY - A £15 million youth employment programme provided an integrated employment support service for young people, aged 16 – 24. All of the overall targets set were met and exceeded ahead of the end date in March 2018.

Recommendations for a future Regional Youth Employability Service are under consideration by the Portfolio for Employability and Skills.

- 5.2 In March 2020, the City Region, along with all other areas of Scotland and the UK, was impacted by the social distancing restrictions resulting from COVID-19. With lockdown restrictions still in place, at this stage, the impacts on projects costs, timescales and benefits realisation is still uncertain.
- 5.3 Key challenges being faced by projects include:
- delays to project design stage as a result of changed working practices, including for example furloughing of technical staff, affecting external design consultants' capacity to complete project designs;
 - difficulties gathering required field data for funding/planning applications and project design;
 - delays due to slippage in third parties' work programmes where there is a project dependency on them (e.g. utilities work, gaining approvals/licences);
 - delays to procurement process and difficulties securing competitive bids;
 - inability to deliver community benefits, delays and increased costs due to current closure of construction sites and lower productivity once reopened;
 - Member Authority capacity issues due to redeployment/home working limitations;
 - managing programme finances;
 - delivering planned project/programme scope; and
 - achieving/realising planned programme outcomes and economic benefits.
- 5.4 During the early part of 2020/21, the City Region Programme Management Office will work alongside the Member Authorities' Lead Officers to develop a Programme-wide recovery plan which seeks to address/mitigate the impacts of the above challenges.
- 5.5 In addition to a recovery plan for the Programme, the City Region partners are committed to working together in partnership with the UK and Scottish governments to mitigate the negative impacts to the Region's wider economy as a result of COVID-19.
- 5.6 The Programme Business Case 2019 provides a detailed overview of the Glasgow City Region economy. A short summary of existing economic and labour market data, which, owing to a time-lag in data reporting, does not include the economic impacts of COVID 19, is provided below.

The Glasgow City Region Economy

The Glasgow City Region is a powerhouse of the Scottish economy. Its economy produced an approximate £42.9bn of Gross Value Added (GVA) in 2018, making it the largest city region economy in Scotland and the fourth largest in the UK. High levels of activity in productive industries such as Information and Communication and Professional, Scientific, and Technical Activities has contributed to the overall productivity of workers in the region, who produce approximately £30.0 in GVA per hour worked and £48,585 in GVA per job filled.

Over 49,000 enterprises are active within the Glasgow City Region, employing 856,000 individuals. The Human Health & Social Work and the Wholesale &

Retail industries employ the largest proportion of workers in the City Region – employing 15.8% and 13.8% of the workforce respectively.

Research and development with the Region's business base has shown major growth in recent years. The latest statistics published in 2017 by the Scottish Government estimated that enterprises within the Region spent upwards of £340m in research development, a 73% increase from the £197m in 2013 – the largest percentage increase amongst the major Scottish City Regions.

With a working-age (16-64) population of over 1.2m, the Glasgow City Region has a strong talent pool to draw from to encourage entrepreneurship and inward investment. 72.2% of individuals were in employment in the City Region in 2019, the largest rate in a decade, with approximately 519,000 (43.9%) of the working-age population having attained a degree-level or above.

However, the Glasgow City Region's labour market does suffer from high levels of economic inactivity and high levels of low educational attainment. The region's economic inactivity rate of 24.7% is the highest amongst Scottish City Regions and the 3rd highest amongst UK City Regions, with a large proportion of those economically inactive due to long-term health issues/conditions (28.2%).

Glasgow City Region's economy has many strengths and shown major transformations in recent years. Nevertheless, the Region continues to suffer from socio-economic conditions that prevent it from further economic prosperity. Disparate educational attainment levels, a lower-than-expected business base, and poor quality available employment land has resulted in the Glasgow City Region economy stagnating over medium-term. If these issues are addressed, and the Region continues to grow its economy in a sustainable and inclusive manner, then the Glasgow City Region can look to overtake its UK City Region competitors.

6. INFRASTRUCTURE PROGRAMME

- 6.1 The following section outlines the key project milestones which are expected to occur in 2020/21. However, with construction sites still in lock down across Scotland, it should be noted that these milestone dates do not take account of the expected delays to project delivery which will result from the impacts of COVID 19.

East Dunbartonshire Council (EDC)

Budget: £34.9 million	Bishopbriggs Place and Growth Programme The project will be delivered by EDC in partnership with Strathclyde Partnership for Transport (SPT) and Glasgow City Council. It will boost the East Dunbartonshire economy and provide an integrated approach to improve traffic and transport infrastructure within Bishopbriggs and connections to the north of Glasgow and to the wider Region. The SBC was approved at February 2020 Cabinet, with the preferred way forward based around the following three key elements: Delivery of phase 5 of the Bishopbriggs Relief Road to complete the route through East Dunbartonshire and Glasgow
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	north, improving connectivity and unlocking strategic development sites to enable follow on investment; Improvement to Sustainable Transport on the A803 Route Corridor to create a key bus route corridor between East Dunbartonshire and Glasgow City Centre, serving the north of Glasgow and a range of key retail, regeneration, health and education facilities; and Bishopbriggs Town Centre Regeneration through provision of business space, improved accessibility and improved public realm. The programme partners will now work together to develop an Outline Business Case (OBC) and to quantify the transport, employment and land use benefits that will be realised through the Programme. The OBC is anticipated in 2023. Key Milestones: Complete Economic Impact Assessment for the Place and Growth Programme by end of 2020/21.
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East Renfrewshire Council (ERC)

Budget: £44 million	M77 STRATEGIC CORRIDOR The programme will stimulate economic growth in East Renfrewshire through various projects around the M77 including a new visitor centre, new road link, business incubation facilities, employment links, country park improvements and a new railway station. Levern Works: this project in Barrhead was completed in 2016. It prepared vacant land for business growth and commercial investment and included the construction of ten commercial units. Following completion of the City Deal project, a planning application has been submitted to construct a major retail discount park on 7.63 acres of the former Nestle factory site at Levern works is under offer to construct a 60,000 square foot retail park. The development has secured two anchor retailers and is subject to an ongoing planning application which is expected to be considered during 2020 to allow a site start in 2021. It is expected that this will boost economic growth and provide substantial local job opportunities. Business Boost: providing quality office space to boost business growth. Construction of this Newton Mearns development was completed in 2019 and the building is expected to be operational by summer 2020 (depending on impacts resulting from COVID-19). The facility will enable the Council to increase its support for small businesses by meeting a growing demand for quality office space in the area. Key Milestones:
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Formal Opening: Summer 2020 (dependent on COVID-19 impacts).

Balgraystone Road: accelerating residential development in Barrhead by enabling access and utility services to new housing developments and improving accessibility to the nearby Country Park and planned railway station. The Balgraystone Road and Aurs Road Realignment projects will support the construction of 500 new housing units.

Key Milestones:

Construction End: due to be April 2020 but to be restated dependent on COVID-19 impacts. Estimated to be completed in July 2020.

Aurs Road Realignment: improving local connections between Newton Mearns and Barrhead. This project will enable a potential bus route between communities by replacing a weak bridge and realignment of the road. Connections for walking and cycling will be improved and it will facilitate a continuous 4 kilometres walking and cycling circuit around Balgray reservoir through the addition of a boardwalk that will connect to existing paths. The Balgraystone Road and Aurs Road Realignment projects will support the construction of 500 new housing units.

Key Milestones (to be restated dependent on COVID-19 impacts):

Full Business Case (FBC): due March 2020

Construction Start: due May 2020

Construction End and Formal Opening: April 2021.

Dams to Darnley Visitor Centre: creating a Regional visitor attraction at Dams to Darnley Country Park. Enhancements will include a visitor centre and water sports facilities, creating much needed visitor amenities. A research exercise to explore complementary commercial opportunities concluded that investment by the council in the creation of a leisure experience will create the conditions for incremental growth and the opportunity to develop the area as a 'leisure hub'. Discussions underway with Scottish Water regarding water levels and project scope is under review.

Key Milestones (to be restated dependent on COVID-19 impacts):

Augmented OBC: July 2020

New Rail Station and Allied Works: a new railway station at Barrhead South on the Glasgow to Neilston line, with proposed bus interchange and car parking. This will serve the existing and a new residential community at Barrhead South, providing a sustainable transport solution. It will also provide easy and direct access to the Dams to Darnley country park. A revised Scottish Transport Appraisal Guidance (STAG) was submitted, involving close working with Transport Scotland, SPT and Network Rail. Discussions are now underway with Transport Scotland, and a

	decision is required prior to moving into the Governance for Rail Investment Projects (GRIP) stage. Current estimates are for a construction start in 2021. <u>Key Milestones</u> (to be restated dependent on COVID-19 impacts): Augmented OBC: Due May 2020 FBC: October 2020 Construction Start: December 2020 Construction End: August 2021 Formal Opening: September 2021 Levern Valley Links: this project will identify a new route to connect Newton Mearns and Barrhead, making it easier to access the M77 at Junction 5. <u>Key Milestones:</u> Feasibility work now underway.
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2.2 Glasgow City Council (GCC)

Budget: £89.3 million	CANAL AND NORTH GATEWAY (CITY CENTRE AND NORTH) The Canal and North gateway project includes site remediation and servicing, new bridges and road access, public realm improvements and implementation of public transport and active travel infrastructure. These activities will promote sustainable economic growth through generating the Canal and North Gateway as a new integrated mixed use area of the City. It is made up of 11 sub projects, of which one is completed – the remediation of Sighthill. With remediation works completed, follow-on investment in housing is now underway and work has started on the construction of the 2,400 new homes which have been enabled by the City Deal infrastructure investment. Public realm work at 100 Acre Hill has been completed alongside the construction of 1.2km of new road and a new bridge at Cowlairs. <u>Key Milestones</u> (to be restated dependent on COVID-19 impacts): North Glasgow Intelligent Water Management System: Cowlairs Link FBC: 27/08/2020 Construction Start: August 2020 FBC 5: North Canal Bank Street / Landscape Link Construction End: April 2020 FBC 7: Sighthill M8 Pedestrian Bridge Construction Start: March 2020 FBC 6: Speirs Lock: Garscube Toll & Links Construction End: June 2020
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	Port Dundas: Dobbies Loan FBC: 23/04/2020 Construction Start: April 2020 Port Dundas: Pinkston Access and Remediation FBC: September 2020 Construction Start: September 2020 Cowlairs: Remediation & Servicing FBC: March 2021
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Budget: £115.5 million	CITY CENTRE ENABLING INFRASTRUCTURE PUBLIC REALM PROGRAMME (CITY CENTRE AND NORTH) The public realm and place-making improvement project includes implementation of traffic management, bus priority, local cycle infrastructure, surface water management interventions and street trees in Glasgow City Deal, through a programme of 17 sub projects. Of these, the following are completed - Sauchiehall Street Avenue: Phase 1 and Intelligent Street Lighting. Sauchiehall Street Avenue has completed with the delivery of; - 800 sqm of blue green infrastructure; - 1.95 ha of new public realm; - 1km of road enhanced; - 0.8km of new cycle route; - 5 junctions improved Key Milestones (to be restated dependent on COVID-19 impacts): Block A - Argyle St West (M8-Hope Street) FBC: April 2020 Construction Start: May 2020 Block A - Argyle St East (Hope Street-Glasgow Cross) FBC: September 2020 Construction Start: Oct 2020 Block A - St Enoch's Square - Dixon Street FBC: September 2020 Construction Start: Oct 2020 Block A - Bath Street East-Cathedral Street FBC: Feb 2021 Construction Start: Mar 2021 Block A - Kyle Street - North Hanover Street FBC: February 2021 Construction Start: March 2021 Block A - The Underline (St George's Cross-Cambridge Street-Sauchiehall Street) FBC: March 2020 Construction Start: March 2020 Block A - Sauchiehall Street Precinct FBC: May 2020
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	Construction Start: May 2020 Block B - Holland Street/Pitt St FBC: November 2020 Construction Start: Dec 2020 Block B - Elmbank Street & Elmbank Crescent FBC: November 2020 Construction Start: Dec 2020
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Budget: £113.9 million	CLYDE WATERFRONT AND WEST END INNOVATION QUARTER The creation of an attractive urban quarter that supports high value business, with activities involving improvements to pedestrian/cycling routes and public transport links including new pedestrian/cycle bridge, upgrading a motorway/dual carriageway junction, land remediation, environmental improvements to public realm and works to enhance access and integrity of river frontage including quay wall works. A programme of 30 sub projects, of which Central Govan Action Plan: Public Realm Improvements (Phase 1 and 2) is complete and has delivered: - 0.4ha of enhanced public realm; - 0.4km of new cycle routes; Key Milestones (to be restated dependent on COVID-19 impacts): Develop. Econ. Role of Glasgow University (GU) - Byres Road Public Realm FBC: May 2020 Construction Start: August 2020 Develop. Econ. Role of Scottish Exhibition Centre (SEC)/Pacific Quay – Expressway Bridge FBC: October 2020 Construction Start: November 2020 Develop. Econ. Role of Queen Elizabeth University Hospital (QEUH) and Adjacencies - Development Deficit Funding 1 FBC: August 2020 Construction Start: August 2020 Develop. Econ. Role of QEUH and Adjacencies - Development Deficit Funding 2 FBC: February 2021 Construction Start: February 2021 Develop. Econ. Role of QEUH and Adjacencies - Development Deficit Funding 3 FBC: August 2020 Construction Start: August 2020 Developing the Economic Role of QEUH and Adjacencies - Access Improvements
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	FBC: August 2020 Construction Start: September 2020 Developing the Economic Role of Yorkhill Hospital Site FBC: October 2020 Construction Start: October 2020 CGAP Development Deficit Funding – Commercial Floorspace 1 FBC: February 2021 Construction Start: February 2021 Access and Integrity of Waterfront The Briggait/Lancefield Quay FBC: September 2020 Construction Start: February 2020 Access and Integrity of Waterfront - Yorkhill Quay FBC: October 2020 Construction Start: October 2020 Access and Integrity of Waterfront - Windmillcroft Quay FBC: September 2020 Construction Start: September 2020 Access and Integrity of Waterfront - Tradeston FBC: September 2020 Construction Start: September 2020 Access and Integrity of Waterfront - Govan Graving Docks FBC: April 2020 Construction Start: May 2020 Improving Connectivity between GU and QEUH - Govan-Partick Bridge FBC: June 2020 Construction Start: July 2020 Improving Connectivity between GU and QEUH- Active Travel Route (South) FBC: August 2020 Construction Start: August 2020
Budget: £27 million	COLLEGELANDS CALTON BARRAS This project located near the east of the city centre is designed to support growth and assist the area to reach its potential. Activities include railway station upgrade, junction improvements, land remediation, access works, environmental improvements, master planning and public realm improvements. A programme of six projects of which one is complete - Barras Public Realm which delivered: - 0.33ha of new public realm - 0.6km of enhanced road network

	<u>Key Milestones</u> (to be restated dependent on COVID-19 impacts): Improving Public Transport: High St Station Construction Start: August 2020 Meat Market Roads and Infrastructure Construction Start: March 2020 CBAP: Development Deficit Grant Scheme FBC November 2020 FBC 3: Junction Improvements Construction End: April 2020
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Budget: £40.2 million	METROPOLITAN GLASGOW STRATEGIC DRAINAGE PARTNERSHIP A portfolio of 11 sub projects will increase economic growth by addressing drainage constraints and negate potential flooding issues and the consequential impact on businesses and residents. Includes re-alignment of a watercourse channel, dynamic management of Forth and Clyde Canal and surface water management interventions. <u>Key Milestones</u> (to be restated dependent on COVID-19 impacts): Hillington/Cardonald SWMP - Ph 2 & Ph 3 Construction Start: March 2020 Drumchapel SWMP / Cockenzie St SWMP FBC: May 2020 Construction Start: June 2020 Fullerton Avenue SWMP FBC: May 2020, Construction Start: June 2020 Eastern Springburn SWMP FBC: May 2020, Construction Start: June 2020 High Knightswood/Netherton SWMP FBC: May 2020 Construction Start: June 2020
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2.3 Inverclyde

Budget: £3.25 million	INVERKIP The project includes a new signalised junction at Main Street, Inverkip and signalised roundabout to access the former Inverkip Power Station site. These will unlock the development opportunity at a significant brown field site, enabling a 650 house
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	mixed use site. Consultants have been appointed to progress the design. <u>Key Milestones:</u> Augmented OBC/FBC: October 2020
Budget: £9.4 million	INCHGREEN Land remediation, access works and pier upgrading to deliver a multi-use commercial marine engineering site, utilising essential quay assets. <u>Key Milestones:</u> Combined OBC/FBC: December 2020 Construction Start: April 2021
Budget: £9.7 million	OCEAN TERMINAL The project which aims to significantly increase cruise passenger traffic to west / central Scotland comprises marine and landward works. The marine works, involving dredging and a floating pontoon, are in progress. The landward works include the construction of a new visitor centre to allow up to 200,000 passengers to visit Greenock per annum. The centre will include a restaurant and a purpose-built gallery celebrating the work of local artist George Wyllie. Works on this section are due to commence in 2020 with both elements complete by March 2021. Ocean Terminal anticipates that the project will bring an additional 100,000 cruise ship passengers into the City Region each year. <u>Key Milestones</u> (to be restated dependent on COVID-19 impacts): Marine Works - End of Construction: March 2020 Terminal Building - End of Construction: March 2021

2.4 North Lanarkshire

Budget: £6.5 million	A8/M8 CORRIDOR ACCESS IMPROVEMENTS This project will deliver a new junction and a park and ride/share to enhance connectivity and improve employment and business access to key strategic employment sites from Newhouse to Bargeddie. It will be instrumental in unlocking development potential along the A8/M8 Corridor, help progress stalled commercial sites and facilitate improved public transport services. This will stimulate business investment and help create additional employment opportunities, supporting growth and development of business locations on the M8/A8 and within Eurocentral, Maxim Park, Mossend and Carnbroe. Development and feasibility work is progressing on the Eurocentral Park and Ride sub project and a new OBC will be submitted during 2020. <u>Key Milestones:</u> Eurocentral Park & Ride
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	OBC: February 2021
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Budget: £159.8 million	PAN LANARKSHIRE ORBITAL TRANSPORT CORRIDOR New and upgraded transport infrastructure connecting communities to employment locations including: the new East Airdrie Link Road between Cumbernauld and the M8; new and upgraded road infrastructure from the M74 and M8 to Ravenscraig and a package of infrastructure investment within Motherwell town centre and rail station. Improving linkages between urban centres will realise opportunities for commercial and residential development and critically unlock the economic development potential of Ravenscraig. Proposals also increase road capacity, encourage modal shift, improve public transport infrastructure and active travel connectivity. <u>Key Milestones:</u> Ravenscraig Infrastructure Access OBC: August 2020
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Budget: £6.2 million	GARTCOSH/GLENBOIG COMMUNITY GROWTH AREA Road infrastructure to improve connectivity between the strategic road network to the Gartcosh/Glenboig Community Growth Area, increasing housing provision; and infrastructure to aid the development of the strategic employment location at Gartcosh Business Park. The Glenboig Link Road enabling works were completed in February 2019, delivering: - 24,828sqm of blue green infrastructure - 0.87km of new cycle route - 2 new junctions - 0.93km of new pedestrian routes - 0.25km of enhanced existing pedestrian route - 0.5km of enhanced and 0.5km of new road network <u>Key Milestones:</u> Continuing to support the follow on development of 1,188 new homes.
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2.5 Renfrewshire

Budget: £144.3 million Renfrewshire Council and Glasgow City Council	AIRPORT ACCESS (REGIONAL PROJECT) This project will deliver a marked improvement in connectivity through a fixed link to and from Glasgow Airport to Glasgow Central Station via Paisley Gilmour Street Station. This will help drive change in the area and promote significant increases in economic activity and GVA growth across the entire City Region. The Glasgow City Deal Cabinet held on 9 April 2019 noted the recommendation for People Mover to be adopted as the preferred option and this is now being examined within a revised OBC.
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	Development of the OBC for a people mover system is nearing completion and a report on the next steps will be included in future CEG/ Cabinet reports. The project programme will be submitted with the revised OBC, date to be advised. <u>Key Milestones:</u> Feasibility study for Glasgow Metro to be progressed during 2020/21
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Budget: £39.1 million	CLYDE WATERFRONT AND RENFREWSHIRE RIVERSIDE The project is made up of a number of elements designed to address the constraints and barriers to growth in the local and surrounding areas, both sides of the River Clyde and to address wider connectivity issues. A key aim is also to better connect communities to facilities, including the Advanced Manufacturing Innovation District Scotland (AMIDS), and open up the Clyde Waterfront for development. The major elements of the project comprise: - A new opening road bridge across the River Clyde linking Dock Street (Clydebank / Glasgow) to Meadowside Street at Lobnitz Dock (Renfrew). - The Renfrew Northern Development Road, running westwards from the junction of King's Inch Road and Ferry Road, and then southwards to link with the A8 in the vicinity of Argyll Avenue. - Public transport and active travel infrastructure enhancements to the A8 Inchinnan Road between the Renfrew Northern Development Road and the existing bascule bridge over the White Cart, linking to the complementary Glasgow Airport Investment Area project. - Complementary improvements to existing road infrastructure as required to improve connectivity and realise the benefit of previous interventions and projects. <u>Key Milestones:</u> FBC: January 2021
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Budget: £90.6 million	GLASGOW AIRPORT INVESTMENT AREA The project consists of a number of elements designed to address the constraints and barriers to growth in the local area, to address wider connectivity issues and to further build on the potential for Glasgow Airport to play a major role as the international Gateway to Glasgow City Region. The key project site has been selected as the home of the new National Manufacturing Institute Scotland (NMIS), the UK's Medicines Manufacturing Innovation Centre (MMIC) and as part of a wider Advanced Manufacturing Innovation District - Scotland (AMIDS). The major elements of the project comprise: - Realignment of Abbotsinch Road between a point north of Arran Avenue and the existing A8 Inchinnan Road to the
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	west of the existing bascule bridge, including improvements to the A8 junctions to open up the existing Netherton Farm area for advanced manufacturing / commercial development and assist in the realisation of the Airport's Masterplan; - New junctions (as required) at either end of the realigned Abbotsinch Road to link with the existing road network; - A new bridge across the White Cart linking the Westway Business Park and adjacent development areas with the realigned Abbotsinch Road, providing improved connectivity between the Business Park, the wider Airport complex and the strategic road network, and providing new and improved active travel opportunities; - New cycle and pedestrian links between the northern end of the realigned Abbotsinch Road and Inchinnan aimed at encouraging modal shift; - Appropriate Green Network enhancements centred on the creation of a strategic linear route linking Paisley Town Centre to the Glasgow Airport Investment Area building on the existing greenspace network providing more pedestrian and cycle friendly connections between strategic centres. <u>Key Milestones:</u> Construction End: December 2020 Formal Opening: January 2021
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2.6 South Lanarkshire

Budget: £16 million	CATHKIN RELIEF ROAD This project enhances the local and strategic road network in the Rutherglen area. The main component of this project, Cathkin Relief Road, is now complete and opened to traffic in February 2017. The enabling works for the road delivered: - 1.6km of new road; - 690sqm of blue green infrastructure; and - 9.33ha of new public realm; The road will support follow on investment to the development of industrial and business floorspace on local opportunity sites. The new road is helping to direct traffic away from residential areas and is anticipated to improve road safety. Work is underway to analyse the positive impacts of the road on the local transport network. <u>Key Milestones:</u> Delivery of remaining complementary works throughout 2020/21
Budget: £62.3 million	COMMUNITY GROWTH AREAS Community Growth Areas (CGAs) are located in Newton, Hamilton, Larkhall and East Kilbride. The CGAs represent the

	most appropriate areas to support long term growth and expansion in South Lanarkshire and are of a scale that will contribute to the economy at a City Region level. City Deal funding will address the development 'viability gap' and be directed towards improvements to social and physical infrastructure to accommodate the increase in the number of residents (i.e. capacity in education, community facilities and roads) and in opening up/ preparing sites for development. This project will enhance traffic capacity at two road junctions, improving transport connectivity and journey times. In East Kilbride work continues on the development of proposals for a new primary school to service the needs of the CGA. <u>Key Milestones:</u> <u>Newton GCA</u> Sustainable Transport Intervention FBC: January 2021 <u>Larkhall CGA</u> Glengowan Primary School Extension FBC: November 2020 Construction Start: March 2021 Larkhall Nursery Extension FBC: November 2020 Construction Start: March 2021 <u>A72 Lanark Road / M74 Signalisation</u> FBC: March 2021 <u>East Kilbride CGA</u> New Primary School (Phase 1) – Jackton FBC: May 2020
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Budget: £25.7 million	GREENHILLS ROAD/A726 DUAL CARRIAGEWAY This project involves the widening of the existing A726 from Calderglen Country Park to the Torrance Roundabout and Greenhills Road from the Torrance Roundabout to Auldhouse Road to dual carriageway standard. It also includes the introduction of bus infrastructure measures at key locations and improvement of existing junctions along the route length. In addition, the scheme will also support the provision of enhanced active travel infrastructure by providing space for an on-road cycle lane. Works commenced on site in April 2019. It is anticipated that the project will deliver: - 9,700 sqm of blue green infrastructure - 4.1ha of enhanced public realm - 3.2km of new cycle routes - 3.2km of new pedestrian routes - 3 junction improvements - 2.75km of new road The project will support the follow on development of business, industrial and residential sites. The project remains on schedule for completion during summer 2020. However some delays to the public utility works could see the project slip to late summer. The investment will improve this main access route to recreational, residential and industrial sites,
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	helping to unlock the economic development potential of a wide strategic area in East Kilbride. Key Milestones (to be restated dependent on COVID-19 impacts): Construction End: July 2020 Formal Opening: January 2021
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Budget: £62.2 million	STEWARTFIELD WAY TRANSPORT CAPACITY ENHANCEMENTS The project will provide enhanced transport infrastructure increasing the capacity of the road network along the Stewartfield Way corridor from the junction with the A726, Glasgow Southern Orbital, to the A725 trunk road, east of the Whirlies Roundabout. Key Milestones: Continuing project development and option appraisal throughout 2020/21 taking account of community consultation findings.
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2.7 West Dunbartonshire

Budget: £27.9 million	EXXON SITE DEVELOPMENT PROJECT Redevelopment of the former oil terminal at Bowling and supporting infrastructure to realise the development of this area for commercial and industrial use. The project consists of: - 1.95km of new spine road with associated drainage and lighting infrastructure; - 1.32km of upgraded existing public road (A814); - 2ha of public realm created - 27ha of public realm enhanced - 24.77ha of land with reduced flood risk - 0.48km of new cycle route - 19.1ha of vacant and derelict land brought back into use - a new junction on the A82 at Dumbuck with closure of the existing junction; - a remodelled junction on the A82 at Dunglass; - an enhanced routing of 475m of the National Cycle Network Route 7 in the vicinity of the site; - a new underpass of the Glasgow – Dumbarton Railway at the western access to the site; - a remodelled railway overbridge at the eastern access to the site; - flood mitigation works; - environmental mitigation works (but not remediation); - site drainage works; and - establishment of platforms for development across the site.
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	These enabling works will support the development of financial, business, industrial and storage floorspace. Key Milestones: Gaining Council agreement to complete the transfer of land owned by Exxon Mobil at Bowling to the ownership of the Council: estimated June 2020.
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7. INNOVATION PROGRAMME

TONTINE

Based in the Tontine building in Glasgow's Merchant City the facility is providing good quality, flexible work spaces for SME's. Tontine celebrated a three year anniversary in August 2019.

The facility is performing well. Businesses are showing significant growth with over £25 million of investment recently completed. The project has supported 44 businesses, supported the creation of 536 FTE jobs, and supported a total (gross) increase in company turnover of £54.2M.

MEDICITY (BIOCITY)

MediCity is a project managed by BioCity Scotland, a medical research company that specialises in life sciences. This project has been completed and will provide a focus for medical specialist in areas such as academia, NHS, financial and specialist professions. The MediCity Scotland project continues to perform well, exceeding virtually all predetermined targets set. The project has worked with 53 companies, overseen the launch of 24 new products, supported the creation of 135 jobs in high potential start-ups, and secured £13.9m of private sector investment for MediCity based companies.

IMAGING CENTRE FOR EXCELLENCE (STRATIFIED MEDICINE CENTRE)

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

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

It is estimated that the project will deliver 125 new FTE jobs and over £25m of additional GVA over 10 years, alongside:

- Clinical benefits to patients from the imaging facilities;
- The development & commercialisation of new technologies;
- Increased collaboration and knowledge exchange between businesses;
- Increased collaboration between businesses, the NHS & universities.

8. PROGRAMME MANAGEMENT OFFICE (PMO) ACTIVITY PLAN 2020/21

- 8.1 The Glasgow City Region PMO and its Support Groups undertake a wide range of activities to support the management and governance of the City Deal Programme. Key activities which will be undertaken during 2020/21 are set out in the table below.

Work area	Task	Responsible	Time
Legal and Procurement	Continue to deliver existing City Deal Community Benefit Strategy and Procurement Strategies	Community Benefit and Procurement Support Groups	Ongoing
	Create a Sustainable Procurement Strategy replacing the City Deal Community Benefit and Procurement strategies	Sustainable Procurement Group	Dec 2020
	Work collaboratively to support delivery / make a contribution to; Equality, Inclusive Growth and Community Wealth Building Outcomes.		Ongoing
Community Benefits	Monitor and report performance and compliance for Community Benefits and Contract Awards ensuring compliance	Legacy Officer	Quarterly reports
	Refresh GCR City Deal Guidance Documentation to reflect Sustainable Procurement Strategy		Dec-20
	Implement changes to reflect refreshed Buyers & Suppliers Guidance		Apr-21
	Cenefits Contract Management & Procurement Review		Apr-21
	Complete Cenefits Data Protection Impact Assessment		July-20
	Implement findings of the interim report for Review of Pilot.		Jul-20
	Preparation to implement outcome of the Pilot to inform the decision as to Cenefits being adopted for City Deal Community Benefit longer term in line with Procurement Review timeframe.		Jan-21
Benefits Realisation	Develop and Maintain the Benefits Realisation Dependencies Register	Legacy and Evaluation Manager	To be submitted to the EDG prior to approval at the June Regional Partnership Meeting.
	Update the Benefits Realisation Dependencies Register on an ongoing basis		An update on the Dependencies Register will be submitted to every EDG and Regional Partnership.

Work area	Task	Responsible	Time
	Monitoring the delivery of benefits from City Deal infrastructure fund project benefits.		Report included in the quarterly City Region Report
	Monitoring the delivery of benefits from City Deal innovation projects.		Report included in the quarterly City Region Report
	Developing accurate mapping of City Deal benefits – both outputs and follow on developments.		May/June 2020
Evaluation	Contribute to the development of the City Deal Evaluation Framework, alongside the Intelligence Hub.	Finance Manager	Required for every City Deal business case submitted to the PMO.
	Preparation and submission of PMO Annual Accounts 2019/20.		Jun-20
	Preparation of Annual Statement of Grant Usage for the		Oct-20
	Financial Monitoring of the City Deal Programme Spend 2020/21 including contingency and optimism bias		Quarterly from July 2020
	Agree Infrastructure Passdown Letter.		Sep-20
	Disburse Infrastructure Funds to Member Authorities.		Quarterly from September 2020
	Disburse funds for Employment and Skills Programme to member authorities.		Oct-20
	Prepare and review statement on detailed subjective spend of City Deal		Quarterly from July 2020
	Engage with member authorities to update and review financial statement on additional funds levered by City Deal Programme.		Quarterly from July 2020
	Meetings with member authorities to discuss projects performance along with other team members of PMO.		Bi-annually from July 2020
	Engagement with other Council Groups obtaining City Deal Funding to identify lessons learned and good practice.		Sep-20
	Developing PMO budget		Feb-21
	Reviewing Project Status Report Finance Sections, completing MA monitoring visits and producing finance report within Quarterly Programme Report		Ongoing
	Processing quarterly grant claims		Quarterly
	Developing 5-year, annual and quarterly spend projections		May-20
	Collating information on the amount of additional funds leveraged for direct project costs for inclusion in PBC 2020		Aug-20
Finance			

Work area	Task	Responsible	Time
	Agreeing Grant Letter with SG and Passdown Letters with Member Authorities		Jun-20
	Reviewing expenditure by category from grant claims and contract register for input to Regional Economic Model		Aug-20
	Collating information on contingency and optimism bias for inclusion in PBC 2020		Aug-20
Audit	Produce Internal Audit Plan for 2020/21	Internal Audit	Apr-20
	Audit Support Group meets		May-20
	3 rd assurance audit report from 2019/20 audit plan – Business Case Submission and Appraisal		Jun-20
	Follow Up Report (progress of previous audit recommendations)		Jun-20
	Annual Governance Statement for 2019/20		Jun-20
	Internal Audit Annual Report 2019/20		Jun-20
	1 st assurance audit report from 2020/21 audit plan – Community Benefits		Oct-20
	2 nd assurance audit report from 2020/21 audit plan – Governance Review		Oct-20
	Follow Up Report (progress of previous audit recommendations)*		Oct-20
	Audit Support Group meets		Nov-20
	3 rd assurance audit report from 2020/21 – Grant Claim Eligibility Phase 2		Feb-21
	Follow Up Report (progress of previous audit recommendations)		Feb-21
Stakeholder Management	Co-ordinate GCR Communication and Marketing Group meetings	Communication and Marketing Manager	26 May; 4 Aug; 29 Sept; 3 Dec
	Update Programme Meeting Plan and Meeting Map following the completion of a review of all Group roles, remits, membership and chairs.		End of September 2020
	Ongoing liaison with Scottish and UK Government to facilitate events, visit (including VIPs and Ministers) and maximise opportunities for messaging		Ongoing
Comms & Market'g	Maintain Communication Planning Grid setting out monthly activities, events and key milestones	Communication and Marketing Manager	Ongoing
	Review/update Partner Media Protocol in liaison with member authorities and government partners		June-20
	Develop and continually refresh the Core Script (or narrative) for Glasgow City Deal and Glasgow City Region		Develop by August 2020
	Work with Member Authorities to develop Fact Sheets for individual projects.		Sep-20
	Lead on media for the City Deal Programme, developing a forward plan of upcoming opportunities, maintaining oversight of planned partner Project media releases and promoted via GCR social media and website channels.		Ongoing
	Oversight and monitoring of use of Glasgow City Region and City Deal brands, including look and feel and tone of voice.		Ongoing

Work area	Task	Responsible	Time
	Management, updating, monitoring and reporting of GCR social media accounts (Twitter and Youtube) and day-to-day management and updating of City Deal website		Ongoing
	Redevelopment and launch of refreshed website with new information architecture, design and content		Dec-20
	Produce an Annual Report on Social Media and Website reach, with summary progress and recommendations going forward.		Jan-21
	Scope/develop quality marketing materials and collateral.		Ongoing
Governance	Update the Programme Business Case 2020	Assistant Head of Programme Management Office Communication and Marketing Manager	Oct-20
	Update the Assurance Framework 2020 ensuring governments Gateway 1 requirements are addressed		Oct-20
	Complete the actions within the Gateway Readiness Improvement Plan 2019		Oct-20
	Annual Implementation Plan: Monitor and record progress in the actions set out in the current Plan within the PMO report.		Quarterly
	Develop the Annual Performance Report (April 2019 – March 2020).		Aug-20
	Implement Programme Document Retention Strategy as per Programme Management Toolkit requirements	Support Officer	Ongoing
	Maintain Programme Risk Register and Issues Log	Programme Manager	Ongoing
Programme Management	Develop Interim and Quarterly Programme Status Reports	Programme Manager	Monthly
	Maintain Overall Programme Plan		Monthly
	Complete Programme-level Lessons Learned exercises		As required
	Review Project Business Cases	All PMO staff as required	Ongoing