

Glasgow City Region Investment Zone

Assurance, Governance and Programme Management Framework 2025



GLASGOW
CITY REGION

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LIST OF ABBREVIATIONS AND ACRONYMS

AMIDS	Advanced Manufacturing Innovation District Scotland
AMPE	Advanced Manufacturing and Precision Engineering
AO	Accountable Officer
CEG	Chief Executives' Group
DREG	Director Regional Economic Growth
EDG	Economic Delivery Group
FBC	Full Business Case
GCC	Glasgow City Council
GCR	Glasgow City Region
GCR IZ	Glasgow City Region Investment Zone
GIAA	Government Internal Audit Agency
IZ	Investment Zone
NDR	Non-Domestic Rates
NDRR	Non-Domestic Rates Retention
NES	North-East Scotland
OBC	Outline Business Case
PLG	Programme Liaison Group
PMO	Programme Management Office
REPs	Regional Economic Partnerships
SE	Scottish Enterprise
SG	Scottish Government
SMEs	Small and medium-sized enterprises
SMTP	Scottish Marine Technology Park
SOPBC	Strategic Outline Programme Business Case
UKG	United Kingdom Government

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1. INTRODUCTION

1.1 Background to the Investment Zone

- 1.1.1 The government has an ambitious plan for growth and prosperity, rooted in boosting the UK's potential, to grow strengths in key industries to support national and local priorities across the UK.
- 1.1.2 In the summer of 2023, it was announced by UK and Scottish Government that Glasgow City Region (GCR) would be the location of one of the two Investment Zones (IZ) in Scotland and one of 12 across the UK. The other Scottish IZ is located in the North-East Scotland (NES) region.
- 1.1.3 Glasgow City Region Investment Zone (GCR IZ) is expected to generate around £300 million of initial private sector investment, to support 7,000 – 10,000 jobs, including through the expected Tax Site and to boost key growth sector specialisms of the Region's innovation economy.
- 1.1.4 The GCR IZ will receive a funding envelope of £160 million over 10 years, which is split between:
- **Flexible spend**, split 40:60 between resource spending (RDEL) and capital spending (CDEL), to use across a portfolio of interventions based on the opportunities of each cluster and linked to the following themes:
 - Research and Innovation;
 - Skills;
 - Local Infrastructure;
 - Local Enterprise and Business Support;
 - Planning and Development
 - **Tax incentives**, which can cover up to 600ha across up to 3 sites, lasting for 10 years.
- 1.1.5 In Scotland, the IZ programme has been designed to provide regional partners with a set of tools that can be deployed with flexibility and autonomy to boost Scotland and the United Kingdom's innovation potential, grow strengths in key industries to drive growth, reduce economic inequalities, and level up communities across the country.
- 1.1.6 Regional partners in Scotland are expected to ensure that proposals are designed in a way that delivers value for money and ensures accountability to their own local stakeholders. This requires a holistic and flexible approach and must be rooted in partnership between UK and Scottish governments, local government, research institutions and the private sector, to realise the potential of our cities and regions.
- 1.1.7 The GCR IZ will turbo-charge the Region's innovation economy in sectors where we already have strengths and which we recognise as key growth sectors of opportunity.

1.2 Sectoral Focus – Advanced Manufacturing and Precision Engineering

- 1.2.1 GCR IZ Sectoral focus is Advanced Manufacturing and Precision Engineering (AMPE), with three sub-sectors; Maritime, Semiconductors and Space. Sectoral analysis indicates a need for continued investment in the AMPE Sector.
- 1.2.2 This sector is predominantly composed of small and medium-sized enterprises (SMEs), which often lack access to large-scale manufacturing capabilities. One of the primary constraints identified is the limited availability of specialist physical capital, which significantly hinders production capacity and innovation within the sector
- 1.2.3 Recent research conducted by Ryden corroborates these findings, underscoring the pressing need for investment in specialist physical capital. The collective evidence from the open call proposals suggests that, without support for the development and deployment of new technologies, as well as open access to specialist capital and equipment, the sector's growth prospects are at risk.
- 1.2.4 Moreover, the AMPE sector faces a notable shortage of specialist skills (particularly related to marine engineering advanced manufacturing and photonics) which further impedes its growth and development. The scarcity of skilled professionals limits the ability of SMEs to innovate and expand their operations.
- 1.2.5 Another constraint is the cost/risk of developing and commercialising new technologies in emerging sub-sectors such as Quantum & Photonics, Sensors and BioTech. This is evidenced by qualitative information submitted by the short-listed projects. A key need of various emerging subsectors is to de-risk the technical difficulties associated with product development. Various short-listed projects are seeking to address this constraint with IZ investment such as, funding access to expensive fabrication and test infrastructure that is currently unaffordable to local SMEs. This expands and strengthens the local supply chain, providing new infrastructure that will shorten product development cycles.

1.3 GCR IZ Objectives

- 1.3.1 The objectives of the GCR IZ as agreed by Cabinet, UK and Scottish Government;
 - i. **Build on strengths** of the Region's current and emerging cluster specialisms
 - ii. **Grow new and existing R&D focused firms** which are geared to take advantage of local academic expertise
 - iii. Create a **significant number of mid to high skilled 'good' jobs**
 - iv. **Generate short and longer-term private sector investment in the Region's cluster specialisms** – both through existing firms and wider supply chain development
 - v. **Align with existing investment within the Region** e.g. City Deal, Innovation Districts / Innovation Accelerator, UK Shared Prosperity Fund
 - vi. Maximise the impacts through **enhancing connections to existing clusters**
 - vii. Facilitate the **development / regeneration of under-developed land and assets** within the Region

- viii. **Extends the benefit to the whole Region** including developing options for a IZ skills programme for local residents and a regional investment fund.

1.4 GCR IZ Key Principles

- 1.4.1 In addition to the GCR IZ Objectives outlined in Section 1.3 a number of key principles of the GCR IZ have also been agreed;
- **Open-Access Facilities:** Enabling shared use of advanced manufacturing infrastructure to foster cross-sector collaboration and innovation.
 - **Technology Diffusion:** Facilitating access to transformative technologies, such as decarbonisation tools for SMEs - particularly vital for SMEs that underpin the Region's innovation economy. By democratising access, these businesses can enhance productivity, adopt sustainable practices, and secure positions in high-value markets.
 - **Promoting Fair Work and Inclusive Growth:** Through collaboration with the Inclusive Growth Network, the programme embeds fair work principles to ensure that residents from disadvantaged socioeconomic backgrounds benefit from the jobs and opportunities generated.
 - **An Equalities Impact Assessment (EQIA):** will be undertaken following the Gateway 4 stage of the GCR IZ programme development. An EQIA is designed to help organisations ensure that their policies, practices, events and decision-making processes are fair and do not present barriers to participation or disadvantage any protected groups from participation
 - **Capital Investment Health Impact Assessment (CHIA):** Commitment to integrating Health and equity considerations into infrastructure projects. Ensure large scale capital infrastructure projects not only enhance physical infrastructure but also promote better health outcomes and reduce inequalities

2. APPROACH TO GCR IZ DEVELOPMENT

2.1 Co-development process principles

2.1.1 The UK and Scottish government are committed to working closely with Regional Economic Partnerships (REPs) to develop IZ proposals. This will be a locally led process and undertaken in partnership with places and with agreement of the Scottish Government and UK Government. The process will be guided by the following principles:

- **Locally led:** IZ's will be locally led, and all stages of co-development will allow flexibility and autonomy for each place to identify and select the best mix of interventions for their proposal.
- **Partnership:** Co-development will be genuinely iterative and done in partnership with each place to maximise the quality, ambition, and impact of IZ's. Government will set the parameters and criteria, provide support and challenge to ensure plans are genuinely strategic, and identify opportunities to align with wider government policy and investment. Local knowledge on strengths, opportunities and the needs of the existing innovation base and business environment should drive each approach.
- **Devolved delivery:** Building on the government's wider devolution and funding simplification agendas, co-development, and the process for agreeing proposals will adopt a proportionate and criteria-based approach. This will allow places the flexibility to design and deliver their proposals, while providing the government with the necessary assurance that proposals are high quality and deliverable. We will set broad but clear criteria and agree specific outputs and outcomes against which to hold places to account for progress.

2.2 Government Gateway stages

2.2.1 The co-development process has been structured around a set of thematic gateways that will cover the core components of an IZ proposal. The gateways will focus on five themes:

- **Vision setting** – covering the overall vision for the proposal.
- **Sector and economic geography** – agreeing a sector focus and spatial focus for the IZ, understanding the broad approach to tax & flexible spend interventions and decision making, and reviewing evidence that the criteria have been met.
- **Governance** – agreeing the governance structure and assurance processes for the design, approval, and delivery of the IZ and reviewing evidence that the criteria have been met.
- **Interventions** – agreeing the specific mix of interventions and levers to be deployed and where, ensuring a logical link from the vision to the key opportunities and challenges identified, the portfolio of interventions selected and outputs, intermediary and overall outcomes for interventions and reviewing evidence that the criteria have been met.

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- **Delivery** – agreeing the delivery model or models, including any delivery vehicles for planning interventions, register of interdependencies and risks, finalising timelines and financial profiles, and reviewing evidence that the criteria have been met.

2.3 GCR IZ Programme Funding Profile

- 2.3.1 The GCR IZ Programme comprises six individual projects, a designated tax site at AMIDS/Airport, three Non-Domestic Rates Retention (NDRR) sites, an Investment Fund, and two region-wide initiatives focused on Business Support and Skills development. In addition, GCR is also allocated £640,000 per annum in Capacity Funding to support the development and delivery of the GCR IZ programme.
- 2.3.2 The Programme is underpinned by a £160 million government grant complemented by an additional £25 million in match funding from Scottish Enterprise (SE).

Project	Costs	Capital	Revenue	Indicative Match Funding
Skyrora	£3.7m	£3.44m	£0.26m	£5.55m
Project PRISM	£28.2m	£17.4m	£10.8m	£68.35m
Neuranics	£5.2m	£3.15m	£2.05m	£7.85m
NCASP	£29.8	£18m	£11.8m	£68.52m
Advanced Laser Supply Chain	£23m	£14m	£9m	£45.68m
MSCIC (Malin Group)	£20m	£14.9m	£5.1m	£151.37
Total – Six Projects	£109.9m	£70.89m	£39.01m	£347.32m
Airport / AMIDS Tax Site	£25m			
Skills / Business Support	£10m			
Investment Fund	£33.7m			
Capacity Funding	£6.4m			
GCR IZ Programme Total	£185m			
Investment Zone Grant Funding Total	£160m			
Scottish Enterprise Match Funding	£25m			
GCR IZ Programme Total	£185m			

Table 1 outlines a summary of the GCR IZ Programme costs

- 2.3.3 The GCR IZ programme has been designed to include a degree of match funding. This approach reflects the programme's strategic intent to catalyse strong and positive relationships with business, fostering a shared, outcomes-driven model of delivery.
- 2.3.4 Each short-listed project has provided a financial profile outlining the scale and source of match funding associated with their proposed interventions (a minimum of 60% match funding). Where match funding has not been secured, a clear and justified rationale has been provided. GCR IZ programme has secured an initial £300million of match funding.
- 2.3.5 Three NDRR sites have been proposed:

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- NDRR1 – AMIDS and Airport (Renfrewshire Council)
 - NDRR2 – Glasgow Clyde (Glasgow City Council and South Lanarkshire Council)
 - NDRR3 – Eurocentral (North Lanarkshire Council)
- 2.3.6 The local retention of incremental NDR growth generated on the NDRR Sites has the potential to provide a significant opportunity to facilitate further investment within the IZ. GCR is committed to using this funding to support the growth of the priority sector (AMPE) by supporting infrastructure delivery, skills development, supply chain development and fostering links to the wider innovation ecosystem.
- 2.3.7 A full Investment Strategy will be developed collaboratively between the Accountable Body and the rating authorities, which will set out:
- the objectives of the GCR NDRR programme,
 - the types of investment that will be eligible,
 - the process of identifying potential investments,
 - the process of evaluating, prioritising and approving specific investments,
 - the logistics for the flow of funds between the rating authorities, the Accountable Body and the recipients, and arrangements for monitoring, evaluating and reporting on the outcomes of investments
- 2.3.8 If the projected levels of investment and development are realised, the sites could generate around £160 million in retained NDR (real values).
- 2.3.9 Table 2 provides an overview of the annual budget breakdown per annum, over the 10-year life of the programme. This 10-year flexible spend budget has been built up from individual project budgets and approved by Government. The £135m total is nett of the £25m allocation for the GCR IZ Tax Site and £25 million SE Match funding.

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	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	Total
Net CDEL	£6,375,000	£11,881,057	£5,686,298	£5,033,217	£9,726,366	£9,803,024	£12,914,639	£7,749,974	£7,749,974	£7,749,975	£84,669,524
RDEL	£2,998,441	£5,745,502	£7,813,702	£8,466,783	£8,820,007	£5,670,951	£3,395,090	£2,490,000	£2,490,000	£2,440,000	£50,330,476
Total	£9,373,441	£17,626,559	£13,500,000	£13,500,000	£18,546,373	£15,473,975	£16,309,729	£10,239,974	£10,239,974	£10,189,975	£135,000,000

Table 2 presents the Approved Grant flexible spend allocation from the UK Government.

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3. FINANCE

3.1 Investment Zone Programme Funding and Grant Distribution

- 3.1.1 Each Project will require to progress through the formal approvals process set out in Section 8: Business Case Development. The Short-listed projects will be deemed as an “Approved Project” once the Strategic Outline Business Case (SOPBC) has been approved by Cabinet.
- 3.1.2 Upon approval, Glasgow City Council (GCC) as Accountable Body will award grants to the Approved Projects. These grants will take account of any conditions of grant entered into with the Scottish and UK governments in relation to the GCR IZ.
- 3.1.3 The allocation of Grant to Approved Projects has been calculated based on the project budget submission and spending profile compiled for GCR IZ Gateway 4 submission. The profile of the grant is subject to change at future UK Government Spending Reviews.
- 3.1.4 Grants received from Government will be nominally assigned to Approved Projects on the basis of the budget submitted and spending profile provided for Gateway 4. Grant payments will be subject to the grant funds having been paid by the Scottish Government to the Accountable Body.
- 3.1.5 Grants will only be paid out on the basis of actual eligible spend (*as per capital accounting rules*) having been incurred, up to a maximum of the budgeted sum for the year in question. As a result, overspends will not receive grant funding in the year in question and underspends will only receive grants based on the actual eligible spend.
- 3.1.6 Where there is an underspend, the applicable grant value will be carried forward to the following year and will be paid to the Approved Project once the eligible spend is incurred. It should be noted that programme underspends up to a maximum of 30% can be carried forward, anything in excess of this requires further review with Government to understand the revised project profile and possible revision of grant allocations.
- 3.1.7 Each of the Approved Projects are expected to ensure that their spend meets the minimum 60% capita threshold.
- 3.1.8 In addition to the grant funded project spend Approved Projects are also required to incur a minimum 60% match funding spend target before the project end.
- 3.1.9 The grant will be paid to the Approved Projects lead party (where there are multiple parties) four times per year, based on actual eligible spend, identified in quarterly monitoring returns. As at 3.1.5 above the maximum payment to the Approved Projects is the annual budget for the year, subject to the grant having been received from Government.

3.2 Project Financial Reporting

- 3.2.1 Each financial year the Approved Projects will be required to submit a 6 monthly and year-end financial report detailing the following financial information:

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- spend to date against outputs/outcomes and forecast against each intervention
- project level summary under each intervention including location, description, how much it costs, its status in terms of delivery
- forecast underspend/overspend at the end of the financial year (capital and revenues totals)
- match funding spent to date against outputs/outcomes and forecast against each intervention

3.2.2 The 6 monthly return will be reviewed by the Accountable Body and submitted to the Scottish Government prior to funding being released.

3.3 Project Financial Management

3.3.1 Approved Projects are wholly responsible for the physical delivery of their own projects. Projects started but not completed will be at the Projects risk.

3.3.2 Failure by an Approved Project to comply with the terms of this Assurance Framework or the conditions of grant may result in the following:

- suspension of any grant funding until a suitable resolution is found;
- termination of the relevant Short-Listed Projects grant agreement if no suitable resolution is found;
- removal of the relevant Project from the programme;
- recovery from that Short-Listed Project or Third Party of any grants already paid, and additional costs occurred or losses suffered by the Cabinet arising from that failure.

3.3.3 Individual projects should have optimism bias and contingency separately set out within the Project Business Case.

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4. ASSURANCE

4.1 UK and Scottish Government Technical Guidance

- 4.1.1 The following guidance from the UK Government and Scottish Government outlines expectations around assurance and risk management for the delivery of IZ'S. Full details are available in the [Investment Zones in Scotland: Technical Document](#). Projects should ensure this guidance is fully embedded within their assurance and governance processes.

4.2 Accountability

- 4.2.1 While the IZ REP is responsible for effective delivery of the IZ according to the detail set out in agreed and approved proposals, the REP will be accountable to the Scottish Government and UK government for the expenditure and management of public money.
- 4.2.2 The Accountable Officer (AO) for UKG sits within MHCLG and IS responsible for budget transfer to SG via an Memorandum of Understanding (MOU), so in accordance with the Cabinet Office Government Grants Functional Standards, the assurance for the IZ programme will align with the principles of the three levels of assurance, referred to as the three lines of defence. The AO for the Scottish Government is the Director General for Economy who will be responsible for the onward issue of grants to REPs. As such, all grants will be in compliance with the Scottish Public Finance Manual, and follow the principles of the MOU, to be agreed with REPs and reflect the particular levers chosen.

4.3 First line of defence

- 4.3.1 The first line of defence should be delivered at an operational management level where the management responsibility is owned. The grant recipient will be the accountable body identified by the REP with funds allocated subject to the Memorandum of Understanding administered by Scottish Government. The first line of defence is provided by the accountable body's Chief Finance Officer (s95 officer) as they act at an operational management level in receipt of the funding. The Chief Finance Officer is therefore responsible for the delivery of Government investment, with propriety, regularity, and value for money.
- 4.3.2 Government recognise the wider legislation and regulations governing regional authorities throughout Scotland and as such seek a proportionate approach to assurance and performance management for the IZ's does not duplicate the accountable body's statutory duties and rules to use public money well.
- 4.3.3 Reporting carried out by accountable bodies will be used to secure evidence of the effectiveness of the first line of defence. The Chief Finance Officer will be required:
- to provide written confirmation that they have necessary checks to ensure that the accountable body, funding allocation, and the programme specific project(s) have in place the processes to ensure proper administration of its financial affairs regarding the funding programme, and these are in place, effective and in active use. This is particularly relevant to financial administration and transparency of governance; and

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- to respond directly to questions addressing the governance and transparency for aspects of their Investment Zone's grant management including, procurement, conflict of interest, subsidy control, counter fraud, and risk.

4.4 Second line of defence

- 4.4.1 Given the devolved nature of the fund, the second line of defence is informed by the Scottish Public Finance Manual, which sits alongside the Local Government in Scotland Act. This will be delivered by local government and aligns with the devolved nature of the programme in seeking assurance that IZ activity will be delivered in line with statutory duties of the accountable body and the policy prospectus and UK government's commitment to continue to improve wider local government transparency and reporting.
- 4.4.2 There should be co-ordination across governments that bring different analysis together on a common basis to understand the overall fiscal position of local authorities, and particular risks and opportunities. This will support and manage any risk emerging in the delivery of the IZ's.
- 4.4.3 Local government audit also plays a vital role in providing local authorities with accurate and reliable financial information to plan and manage their services and finances effectively. Local audit also ensures local authority financial arrangements, including whether value for money is being achieved, are transparent to the taxpayer, and facilitates assurance for the public sector.
- 4.4.4 This independent structure provides further oversight of the work of the accountable body's Chief Finance Officers, whose assurance and work are essential to the delivery of the IZs. If assurance risks or concerns arise from the second line of defence, governments may undertake additional desktop audit of IZ delivery, in engagement with the accountable body.
- 4.4.5 Government will keep this second line of defence under review, as the department takes forward the objectives of the programme objectives to improve transparency, the information and incentives available to local decision makers.

4.5 Third line of defence

- 4.5.1 The third line of defence should be undertaken by independent audit or a suitable independent/external body to secure an 'objective opinion on the effectiveness of governance, risk management and internal controls. This opinion should cover both the second and first lines of defence.
- 4.5.2 The Government Internal Audit Agency (GIAA) can provide independent risk-based assurance over the design and operation of controls within the arrangements for the IZ's and liaise with internal audit teams across governments as appropriate.
- 4.5.3 The scope and timing of this independent assurance will be discussed between governments and its key stakeholders as part of the standard approaches to public spending.

5. AUDIT ARRANGEMENTS

- 5.1.1 The Cabinet's Internal Audit function will be provided by the Accountable Body's Internal Audit section.
- 5.1.2 Each year, a risk-based Audit Plan will be prepared which considers the areas that are covered by the Cabinet, including the City Deal, IZ's Programme, Shared Prosperity Fund and any new or successor regional funds.
- 5.1.3 As the development of the plan is risk-based and will consider all areas covered by cabinet audits may not be undertaken in all areas each year.
- 5.1.4 Cabinet will be invited to approve the implementation of the Audit Plan. Assurance audits will be reported to Cabinet for noting. Actions arising from assurance audits will be followed up by Internal Audit, and reports will be presented to Cabinet for noting.
- 5.1.5 Further audit, advisory, consultancy or investigative work may be requested by the Cabinet.
- 5.1.6 An Annual Audit Report will be presented to Cabinet for noting each year, and an Annual Governance Statement will be presented for approval, following the completion of the Audit Plan.
- 5.1.7 This will include an opinion from the Head of Audit and Inspection on the Cabinet's system of internal controls and governance arrangements during the year, and a certification from the Lead Authority's Chief Executive and Leader.
- 5.1.8 The Glasgow City Region Internal Audit Support Group will meet twice a year, chaired by the Accountable Body's Internal Audit section.
- 5.1.9 The external audit function for the Glasgow City Region Cabinet will be provided by the external auditor for the lead authority.

6. GOVERNANCE ARRANGEMENTS AND STRUCTURES

6.1 GCR IZ Governance Structures

- 6.1.1 The GCR IZ Programme has been developed in alignment with the established governance structures of GCR and will continue to operate within this framework throughout its duration.
- 6.1.2 Decision-making and approval processes will follow the same rigorous and transparent approach used in other major post-City Deal initiatives such as the UK Shared Prosperity Fund, Clyde Mission, and the Innovation Accelerator, therefore ensuring consistency, accountability, and clarity.

6.2 The Accountable Body

- 6.2.1 The Accountable Body (Glasgow City Council) carries out certain legal and regulatory functions on behalf of the Cabinet as instructed by it, where the Cabinet does not have the requisite legal status or competence, all as described in this Assurance Framework. The Accountable Body is governed by this Assurance Framework and the Glasgow City Council Local Code of Corporate Governance.
- 6.2.2 The Accountable Body has established and hosts a Programme Management Office (PMO) and has appointed a Director (the Director of Regional Economic Growth) to oversee its budget and duties.
- 6.2.3 The Accountable Body provides support services as the Director may reasonably require to discharge his/her duties which may include financial, legal, audit and other professional or technical services.
- 6.2.4 The Accountable Body will analyse and provide reports on progress to the Cabinet, the UK and Scottish Governments and the Chief Executives' Group or provide any other reports or updates as required by the Cabinet.
- 6.2.5 The Accountable Body shall allocate and account for distribution of IZ grant income to Approved Projects. It will enter into any grant agreements on behalf of Cabinet, hold the IZ grant funding and make disbursements to Approved Projects, Third Parties and other bodies as appropriate, all in accordance with the approved governance arrangements. It will account for these funds under a separately identified budget line to ensure transparency and clarity and will report to the Scottish and UK Government as required.
- 6.2.6 The Accountable Body will ensure compliance with confidentiality and data protection regulations in relation to the IZ Programme.
- 6.2.7 The Accountable Body will ensure that grant funds are disbursed legally and appropriately and will have the appropriate and proportionate control systems in place to prevent relevant employees breaching the Bribery Act 2010 in relation to IZ funds and to prevent fraudulent activity. In the event of the Accountable Body becoming aware of, or suspecting, any irregular or fraudulent activity that may have any impact on the

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Project/Programme or the use of the IZ grant, or any part of it, the Accountable Body shall immediately notify the Government Ministers of such activity.

- 6.2.8 The Accountable Body will submit unaudited accounts to the auditor no later than 30 June and to Cabinet no later than the 31 August immediately following the financial year to which they relate.
- 6.2.9 The Accountable Body will have audited the accounts of the Cabinet and prepare an annual report to 31 March in each year which will be submitted to the Cabinet no later than 30 September following for approval.
- 6.2.10 The Accountable Body will ensure that grant funds are used appropriately and demonstrate Best Value.
- 6.2.11 The Accountable Body will ensure its responsibilities under the Equality Act 2010 are regarded when apportioning the grant funding.

6.3 Director Regional Economic Growth (DREG)

- 6.3.1 The PMO will be led by the Director of Regional Economic Growth. He/she will establish appropriate structures as required to support the Cabinet and CEG in the discharge of their duties for the Programme. The Director is granted delegated authority by Cabinet to approve change control requests.

6.4 Programme Management Office (PMO)

- 6.4.1 All Projects within the IZ Programme will be monitored, scrutinised and challenged by, and accountable to, the GCR PMO within Glasgow City Council, as Accountable Body. The provision of such a function provides a mechanism through which the relevant parties can be made aware, in a timeous manner, of the progress of projects and can exercise scrutiny and intervene as necessary ensuring that Projects are complying with the terms of their grant agreements.
- 6.4.2 The key functions of the PMO relating to IZ include the development, approval and implementation of the programme. Governance arrangements include:
 - Undertaking the administrative role required to support the Cabinet and the Chief Executives' Group,
 - Financial management arrangements
 - Programme and Project management arrangements
 - Programme and Project management guidance documents
 - HMT Green Book Business Case development and appraisal
 - Programme and Project monitoring and reporting arrangements
 - Programme and Project evaluation arrangements
 - Data Analysis via the GCR Intelligence Hub
 - Benefits Realisation

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6.5 GCR IZ Programme Governance

- 6.5.1 Leadership of the GCR IZ programme is provided by the GCR Head of Economic Delivery, supported by Head of Place and the Regional Intelligence Hub. Day-to-day delivery will be led by a dedicated GCR IZ Programme Manager, funded through the £6.4 million GCR IZ Capacity Fund.
- 6.5.2 Scottish Enterprise (SE) has played a pivotal role in both the design and delivery of the GCR IZ. Their involvement spans strategic input through the Regional Partnership and direct support from sector specialists in Space, Semiconductors, and Maritime, who have guided project development and continue to assist with business case refinement for the short-listed projects. SE's commitment of up to £25 million in match funding further reinforces their integral role in the programme's governance and delivery, ensuring a collaborative approach and SE expertise is embedded throughout the implementation phase.
- 6.5.3 A GCR IZ Programme Board will be established to provide overall direction, oversight and governance for the GCR IZ ensuring it delivers its intended outcomes and benefits. The group will be established before the end of Year 1 of the programme (2025/26). With the likely membership to comprise;
- Glasgow City Region
 - UK Government
 - Scottish Government
 - Scottish Enterprise
 - Research Institutions
 - Relevant Industry Representatives
- 6.5.4 Dedicated project teams with a lead officer have been established for each Approved project, comprising specialists with expertise in key thematic and technical areas. Local Authority leads are also embedded within the project structures to ensure alignment with regional and local priorities and delivery frameworks. Each of the Approved projects have their own internal boards for management and governance of their GCR IZ project.
- 6.5.5 As the programme moves into delivery, a GCR IZ Project Lead Officers Group will be established and will feed in directly into the GCR PMO and from there through Finance Strategy Group, Chief Executives' Group and Cabinet, as required.
- 6.5.6 A dedicated steering group will be established for the overall management of NDRR locations within the GCR IZ. Management of the Tax Site will be via the Project Lead Officers Group, with a specific sub-group of the Airport and Renfrewshire Council.
- 6.5.7 The programme benefits from a collaborative governance model involving the UK Government, Scottish Government, and Regional Economic Partnerships (REPs), supporting alignment with national strategies and the principles of devolution.
- 6.5.8 Management of the GCR IZ Programme will be delivered through existing GCR structures, complemented by dedicated IZ governance groups as outlined below:
- Programme Liaison Group (PLG)
 - Programme Board
 - Project Lead Officers' Group

- NDRR Steering Group

Table 3 GCR IZ Governance Structures

Table 3 GCR IZ Governance Structures

Group	Remit	Membership	Relationship to GCR IZ
GCR Cabinet	To determine the Strategic Economic Development priorities for the Glasgow City Region. The Cabinet is responsible for decision making in relation to the City Deal and will deal with issues relating to economic regeneration across the Glasgow City Region, as well as any other areas of activity agreed by the Member Authorities.	Membership of the Group will comprise the Council Leaders from the 8 Member Authorities: • East Dunbartonshire Council Councillor Gordan Low • East Renfrewshire Council Councillor Owen O'Donnell • Glasgow City Council Councillor Susan Aitken • Inverclyde Council Councillor Stephen McCabe • North Lanarkshire Council Councillor Jim Logue • Renfrewshire Council Councillor Iain Nicolson • South Lanarkshire Council Councillor Joe Fagan • West Dunbartonshire Council Councillor Martin Rooney Membership of the Group will also comprise the following sub members from each Member Authority: • East Dunbartonshire Council Councillor Calum Smith • East Renfrewshire Council Councillor Andrew Anderson	Democratic Accountability with Decision-Making Authority Meeting Frequency: 12-weekly Recorded: Yes Published: Yes Remit Approved by: Member Authorities as part of the Joint Committee Agreement.

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		• Glasgow City Council Councillor Richard Bell • Inverclyde Council Councillor Natasha McGuire • North Lanarkshire Council Councillor Roarty • Renfrewshire Council Councillor Jacqueline Cameron • South Lanarkshire Council Councillor Gerry Convery • West Dunbartonshire Council Councillor Michelle McGinty	
Regional Partnership (RP)	Has the remit to maximise economic growth in the Glasgow city region; to ensure inclusive growth measures are incorporated into all activity; to identify new ways of working to maximise outcomes; to monitor delivery of the Glasgow City Region Economic Strategy and Action Plan; to review the Economic Strategy and Action Plan at regular intervals; to maximise funding opportunities; and to actively promote collaboration and partnership working between the eight Member Authorities, Scottish and UK Government, their agencies, private sector and academia to deliver shared economic priorities. Representatives are drawn from key stakeholders across the public and private sector.	Membership of the Group will comprise: • Commission on Economic Growth Des McNulty Honorary Fellow, Civic Partnership and Place Leadership • East Dunbartonshire Council Ann Davie Chief Executive • East Renfrewshire Council Steven Quinn Chief Executive • Engage Renfrewshire Alan McNiven • Glasgow Centre Volunteer Service Ian Bruce Chief Executive • Glasgow Chamber of Commerce Stuart Patrick • Glasgow Economic Leadership Kevin Kane Executive Director, Glasgow Economic Leadership	Strategic Guidance to GCR Cabinet Meeting Frequency: 12-weekly Recorded: Yes Published: No Remit Approved by: Member Authorities as part of the Joint Committee Agreement.

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		• Glasgow City Council Susanne Millar Chief Executive • Inverclyde Council Stuart Jamieson Chief Executive • Levelling Up Andrew Docherty • North Lanarkshire Council Des Murray Chief Executive • Public Health Scotland Pamela Smith • Renfrewshire Chamber Bob Grant • Renfrewshire Council Alan Russell Chief Executive • Scottish Enterprise Jane Martin • Scottish Government Anne-Marie Martin Deputy Director – Directorate for Economic Development • Skills Development Scotland Damien Yeates • Skills Development Scotland Paul Zealey Skills Planning Lead • South Lanarkshire Council Paul Manning Chief Executive • SPT Bruce Kiloh Head of Policy and Planning • SPT Valerie Davidson • UK Government Alasdair Macdonald • UK Government Nathan Lappin Team Leader, City and Growth Deals, Scottish Office • UK Government Miriam Simpson/Beth Hall • South Lanarkshire College Stella McManus	
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		West Dunbartonshire Council Peter Hessett Chief Executive	
GCR Chief Executives' Group (CEG)	The Chief Executives' Group shall take operational responsibility individually for the delivery of City Deal activity within their local authority area & collectively for Glasgow City Region City Deal activity. To ensure that an effective monitoring & evaluation framework is in place at both a Project and Programme level, and that each Member Authority is delivering upon its requirements. To have responsibility on a collective basis for the overall supervision & management & for the monitoring of the performance of the PMO City Deal.	Membership of the Group will comprise the Chief Executives from the 8 Member Authorities: - East Dunbartonshire Council Ann Davie - East Renfrewshire Council Steven Quinn - Glasgow City Council Susanne Millar - Inverclyde Council Stuart Jamieson - North Lanarkshire Council Des Murray - Renfrewshire Council Alan Russell - South Lanarkshire Council Paul Manning - West Dunbartonshire Council Peter Hessett	Member Authority Senior Officer Group with Decision-Making Authority Meeting Frequency: 6-weekly Recorded: Yes Published: No Remit Approved by: Member Authorities as part of the Joint Committee Agreement. Approval Date: January 2015
Finance Strategy Group (FSG)	Comprises the Finance Directors of the eight Member Authorities. It has responsibility to monitor financial Programme progress and to review financial Risks. To provide advice and make recommendations to the Chief Executives' Group on all City Region financial matters. To agree application of Programme flexibility in respect of charging of debt repayment charges and other technical accounting issues. To liaise with Scottish and UK	Membership of the Group will comprise the S.95 Officer from the 8 Member Authorities: - East Dunbartonshire Council Jamie Robertson - East Renfrewshire Council Kirsty Stanners - Glasgow City Council Morag Johnston - Inverclyde Council Angela Edmiston - North Lanarkshire Council	Advisory to GCR CEG and GCR Cabinet on any matters relating to Finance Meeting Frequency: 6-weekly Recorded: Yes Published: No Remit Approved by:

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	Governments in respect of financial issues.	Greg Telfer • Renfrewshire Council Alastair MacArthur • South Lanarkshire Council Jackie Taylor • West Dunbartonshire Council Lawrence Slavin	Member Authorities as part of the Joint Committee Agreement. Approval Date: January 2015
Economic Delivery Group (EDG)	Has responsibility for the delivery and implementation of the actions within the Regional Economic Action Plan. To take the lead role in engaging with colleges and universities, and with Community Planning Partnerships. The EDG comprises the Head of Economic Development from the eight Member Authorities, together with representatives from UK and Scottish government, Scottish Enterprise, Skills Development Scotland and Strathclyde Partnership for Transport.	Membership of the Group will comprise: • East Dunbartonshire Council David Gear Place & Business Development Manager • East Dunbartonshire Council Heather Holland Executive Officer - Land Planning & Development • East Renfrewshire Council Elaine Rodger Principal Officer (Capital Projects) • East Renfrewshire Council Michael McKernan Economic Development Manager • East Renfrewshire Council Michaela Sullivan • Glasgow City Council Graham Smith Head of Investment, International & Innovation • Glasgow City Council Sharon Thomson Head of Economic Development • GCR PMO Andrew Robertson Intelligence Hub Manager	Senior Economic Development Operational Management Oversight Meeting Frequency: 8-weekly Recorded: Yes Published: No Remit Approved by: Member Authorities as part of the Joint Committee Agreement.

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		• GCR PMO Catherine Lambert Strategic Planner • GCR PMO Christina Kopanou Economic Analyst • GCR PMO Colette Keaveny Communications & Marketing Manager • GCR PMO David Boyle Senior Economist • GCR PMO Grace Murphy Programme Management Support Officer • GCR PMO Jane Thompson Head of City Deal PMO • GCR PMO Joe Scott Strategic Planner • GCR PMO Julie Robertson Programme Manager • GCR PMO Kevin Rush Director of Regional Economic Growth • GCR PMO Kylie Cunningham Assistant Programme Manager • GCR PMO Mike McNally Head of Economic Growth • GCR PMO Paul Kilby Regional Partnership Manager • GCR PMO Ross Nimmo Head of Place • GCR PMO Val McNeice Programme Manager • GCR PMO Will Harkiss Economic Analyst	
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		• Inverclyde Council Neale MclVannay Head of Regeneration, Planning and Public Protection • North Lanarkshire Council Lyndsay Noble City Deal Manager • North Lanarkshire Council Pamela Humphries Housing Development Manager • North Lanarkshire Council Yvonne Weir Enterprise Manager • Renfrewshire Council Alasdair Morrison Head of Regeneration • SDS Paul Zealey Skills Planning Lead • Scottish Enterprise Matthew Lockley • Scottish Enterprise Paul McCafferty • Scottish Enterprise Stephen Frew Stakeholder Engagement • South Lanarkshire Council Alison Brown Head of Enterprise and Sustainable Development • Scottish Government Kenneth Robertson Senior Policy Officer • Scottish Government Liam Farrow Head of Regional Economic Policy • Scottish Government Nadia Abuhussain • SPT Bruce Kiloh Head of Policy and Planning	
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		• Strathclyde University Kevin Kane Executive Director, Glasgow Economic Leadership • University of Glasgow Des McNulty Honorary Fellow, Civic Partnership and Place Leadership • UK Government Andrew Docherty • UK Government Nathan Lappin Team Leader, City and Growth Deals, Scottish Office • West Dunbartonshire Council Alan Douglas Manager of Legal Services • West Dunbartonshire Council Elaine Troup	
Glasgow City Region Economic Leadership (GEL)	A Glasgow City Region Economic Leadership Board was established in 2010. The Board is the principal business body that will provide advice to the Cabinet, challenge and hold to account the Member Authorities to ensure they engage with business, and provide the drive required to maximise economic opportunities throughout the City Region. The Chair of the Board is invited to attend Cabinet meetings as a consultee.	Membership of the Group will comprise: • Professor Sir Jim McDonald (Principal, University of Strathclyde - co-Chair) • Cllr. Susan Aitken (Leader, Glasgow City Council - co-Chair) • David Bunton (CEO, Reprocell Europe) • John Howie (Chief Corporate Affairs Officer, Babcock International) • Selma Hunter (CEO, Hunter Consultancy) • Guy Jefferson (COO, SP Energy Networks) • Janice Kirkpatrick (Director, Graven)	Strategic Advisory Role to GCR Cabinet and Indirect support to AMPE Sector Meeting Frequency: 8-weekly Recorded: Yes Published: No Remit Approved by: Member Authorities as part of the Joint Committee Agreement. Approval Date: January 2015

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		• Cllr. Owen O'Donnell (Vice Chair, GCR Cabinet, Leader, East Renfrewshire Council) • Stuart Patrick (CEO, Glasgow Chamber of Commerce) • Susanne Millar (CEO, Glasgow City Council) • Jim McColl (Chairman and CEO, Clyde Blowers Capital) • Debbie McWilliams (MD Strategy & People, SEC) • Mark Napier (MD Global Technology, JP Morgan) • Jane Martin (MD Innovation & Investment, SE)	
GCR Programme Management Office (PMO)	The PMO provide the overall management and governance function for the Glasgow City Region.	See Section 6.4	
Lead Local Authority	The Lead Authority (Glasgow City Council) carries out certain legal and regulatory functions on behalf of the Cabinet as instructed by it, where the Cabinet does not have the requisite legal status or competence. The Lead Authority is governed by an Assurance Framework and the Glasgow City Council Local Code of Corporate Governance.		Carries out certain legal and regulatory functions on behalf of the GCR Cabinet as instructed by it. As GCR is not a constituted body (unlike e.g. Greater Manchester) GCC performs this function

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GEL Innovation Group	The GEL Innovation Group has been developed to support key actors/institutions to shape and monitor relevant innovation initiatives and recommend the development of Glasgow City Region ('GCR')-led Innovation activity. It will act as a key forum where the local and national (Scotland/UK) innovation eco-system actors can be convened, with the intention of strengthening innovation across the Region. It is designed to help network and champion the GCR approach to innovation and programmes including the Innovation Accelerator ('IA') and GCR Investment Zone ('IZ') programmes and Innovation Action Plan ('IAP') across partners and sectors. In addition, it will ensure a strong business involvement/engagement in Innovation activity, both as potential delivery partners and co-investors.	Membership of the Group will comprise: • Chair: John Howie, Chief Corporate Affairs Officer, Babcock • Members • Gillian Docherty, Chief Commercial Officer, University of Strathclyde • Jane Martin, Managing Director of Innovation and Investment, Scottish Enterprise • Janice Kirkpatrick, Director, Graven • Stuart Patrick, Chief Executive, Glasgow Chamber of Commerce • Uzma Khan, Vice Principal for Economic Development and Innovation and Deputy Chief Operating Officer, University of Glasgow • Kevin Rush, Director Regional Economic Growth, Glasgow City Region • Kevin Kane, Business Director, University of Strathclyde	Sub-group of GEL with a focus on Innovation Meeting Frequency: Quarterly Recorded: Yes Published: No Remit Approved by: Member Authorities as part of the Joint Committee Agreement.
Innovation Action Plan - Skills Group	The IAP Skills Group has been created on the back of the UKG funded Innovation Accelerator Programme and aligns with the Innovation Action Plan, launched in November 2023. The group aims to understand existing skills provision in the innovation space, identify opportunities for additional activity to complement current provision, or address gaps. It will focus specifically on the 5 GCR Innovation Clusters, including Advanced	Membership of the Group will comprise: • Glasgow Kelvin College (Chair) • University of the West of Scotland (Chair) • Glasgow City Region Intelligence Hub • Glasgow City Region Head of Economic Delivery • Glasgow City College • Royal Conservatoire for Scotland • CEED	Sub-group of GEL with a focus on Innovation & Skills Meeting Frequency: No set Frequency Recorded: Yes Published: No Remit Approved by: Member

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	Manufacturing. The IAP Skills Group is therefore a good fit to support the development of the skills programme for the GCR IZ.	• Scottish Enterprise • IoD Scotland	Authorities as part of the Joint Committee Agreement.
GCR IZ Strategic Assessment Panel	A sub-group of the GCR Regional Partnership was created to form the GCR IZ Strategic Assessment Panel. The role of this sub-group was to review the initial recommendations from the quality assessment of the GCR IZ 'Open-Call' applications. The panel considered the merits of the individual applications, but also their strength as a programme. The feedback from the panel then formed the basis for the recommendation to both CEG and Cabinet. Not only did this provide the Regional Partnership with a formal role in the GCR IZ process, but it also brought significant skills and experience from the Partnership into shaping the structure of the GCR IZ programme.	Membership of the Panel comprised: • Kevin Rush, Director of Regional Economic Growth (Chair) • Stuart Patrick, CEO Glasgow Chamber of Commerce • Jane Martin, MD Innovation Scottish Enterprise • Lorraine McMillan, former CEO East Renfrewshire Council.	Advice and Guidance to GCR CEG and GCR Cabinet specific to IZ programme.
GCR IZ Programme Board	Purpose of the Group is to provide overall direction, oversight and governance for the GCR IZ ensuring it delivers its intended outcomes and benefits. The group will be established before the end of year 1 of the programme.	TBC – Likely membership to comprise: • Glasgow City Region • UK Government • Scottish Government • Scottish Enterprise • Research Institutions • Relevant Industry Representatives	Meeting Frequency: 8-weekly Recorded: Yes Published: No Remit Approved by: CEG and Cabinet Approval Date: 2025

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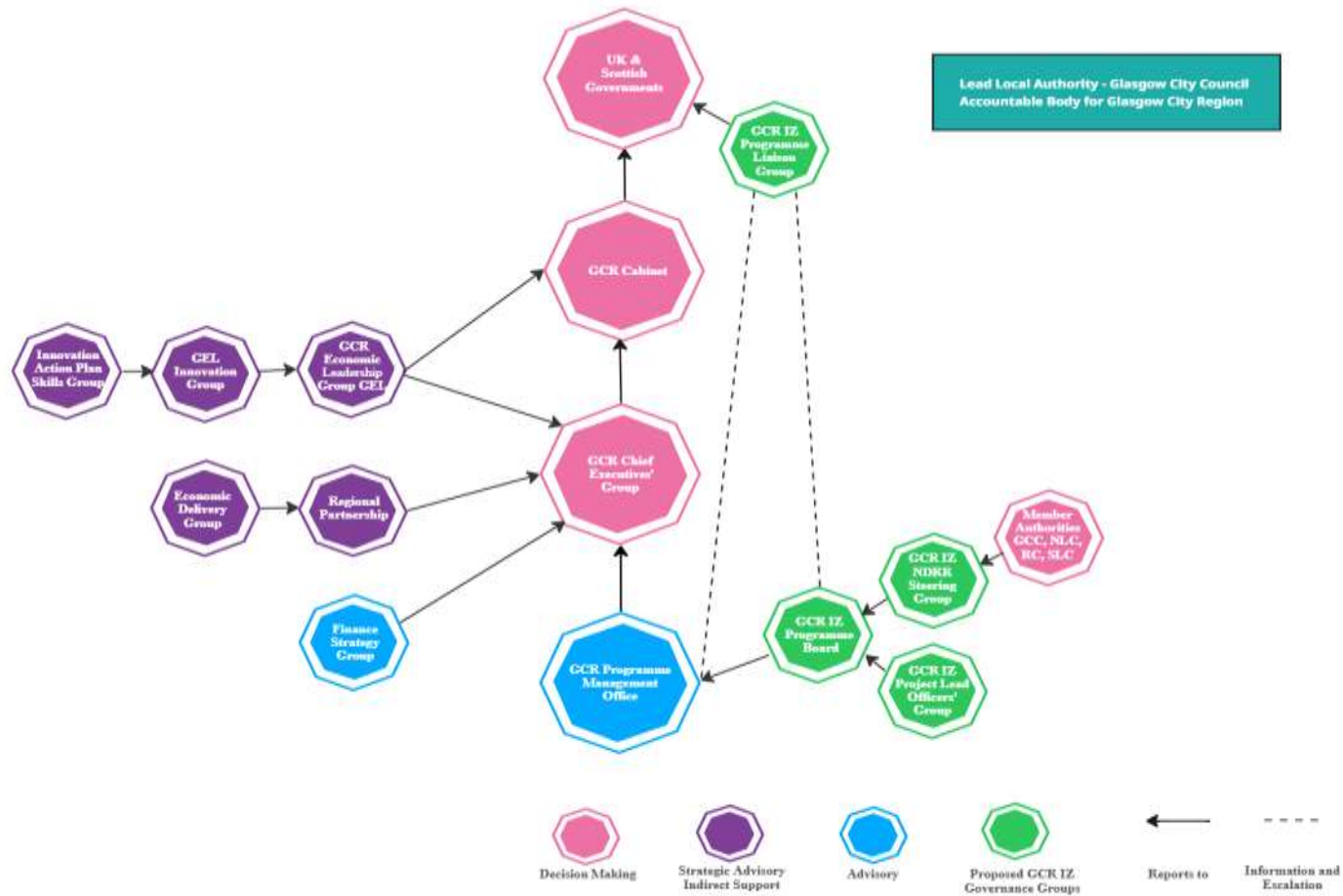
GCR IZ Project Lead Officers' Group	The purpose of this group is to provide the operational delivery management of the IZ Programme including is stakeholder engagement, bringing together the project leads to discuss the governance of the programme, including performance monitoring and evaluation, risk management, and the sharing of expertise and knowledge.	TBC – Likely membership to comprise: • Glasgow City Region • Project Leads (Shortlisted Projects including Tax Site) • Project Leads (Regional Projects – Investment Fund, Business Support, Skills)	Meeting Frequency: 4 Weekly Recorded: Yes Published: No Remit Approved by: CEG and Cabinet
GCR IZ NDRR Steering Group	Purpose of the group is to oversee the operational delivery of the NDRR process	TBC – Likely membership to comprise: • Glasgow City Region • Member Authority Finance Colleagues	Meeting Frequency: 4 Weekly Recorded: Yes Published: No Remit Approved by: CEG and Cabinet
GCR IZ – Programme Liaison Group	Purpose of the group is to provide the GCR IZ programme with an escalation route where issues/risks cannot be resolved locally at a programme level.	TBC – Likely membership to comprise: • Kevin Rush, Director of Regional Economic Growth (Chair) • Jane Martin, MD Innovation Scottish Enterprise • Nathan Rainsford, UK Government • Liam Farrow, Scottish Government	Meeting Frequency: 8-weekly Recorded: Yes Published: No Remit Approved by: Member Authorities as part of the Joint

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			Committee Agreement. Approval Date: January 2015
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6.6 GCR IZ – Governance Model

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7 THE GCR IZ PROGRAMME COMPONENTS

7.1 Six Approved projects:

- **Semiconductors:** Advanced Laser Supply Chain, NCASP, Neuranics
- **Space:** Skyrora, Project Prism
- **Maritime:** Malin Group Scottish Marine Technology Park (SMTP)

7.2 Proposed IZ Tax Site at AMIDS/Airport project:

- **£25m Designated Tax Site within AMIDS/Glasgow Airport**
- Incentives:
 - Non-domestic rates relief
 - Enhanced Capital allowance
 - Land & Building Transaction Tax relief
 - Enhanced Structures and Buildings Allowance
 - Employer National Insurance Contributions relief
- Investment Catalyst
- Non-Domestic Rates Retention site

7.3 Three proposed NDRR sites

- NDRR1 – AMIDS and Airport (Renfrewshire Council)
- NDRR2 – Glasgow Clyde (Glasgow City Council and South Lanarkshire Council)
- NDRR3 – Eurocentral (North Lanarkshire Council)

7.3.1 The local retention of incremental NDR growth generated on the NDRR Sites has the potential to provide a significant opportunity to facilitate further investment within the IZ.

7.4 Investment Fund

- To support the ongoing growth of the Advanced Manufacturing sector in the region.
- This fund will be available to support key inward investment opportunities that can enhance and compliment the established business base.

7.5 Enabling Support - Businesses and Developing Skills

- The GCR IZ programme dedicates ringfenced funding to accelerate business growth and workforce readiness. Key initiatives include:
- Tailored Business Support: Providing supply chain companies with targeted resources and expertise to innovate, scale, and commercialize new technologies.
- Skills Development: Training and upskilling workers for emerging needs in high-growth industries of semiconductors, space, and maritime sectors.

8. BUSINESS CASE DEVELOPMENT AND APPROVAL

8.1 Strategic Outline Programme Business Case (SOPBC) and Approval

- 8.1.1 The SOPBC sets out the strategic, economic, financial, commercial and management cases for the IZ Programme.
- 8.1.2 The SOPBC will be submitted to Cabinet for Approval.
- 8.1.3 The Short-listed projects will be deemed as an “Approved Project” once the SOPBC has been approved by Cabinet.
- 8.1.4 A portion of the Year 1 (2025/26) GCR IZ project budget will be requested as part of the SOPBC submission to Cabinet, to enable progression of the projects to Outline Business Case (OBC) and Full Business Case (FBC) stages.
- 8.1.5 The SOPBC will comply with the HM Treasury Green Book Business Case model. The SOPBC will include the same key elements as required for individual Project Business Cases but at a Programme level e.g. the combined economic, and environmental impacts; delivery timescales for all Projects; Programme risks; and Programme finances.
- 8.1.6 The GCR IZ Programme will be deemed to be succeeding when the evidence emerges that the economic impacts projected by the Programme Business Case are being realised in the Glasgow City Region, and that there are net additional impacts at Scottish and UK level.
- 8.1.7 The Accountable Body will be responsible for undertaking due diligence checks on GCR IZ Approved project lead partners.

8.2 GCR IZ Project Business Case Development

- 8.2.1 Projects within the IZ Programme are required to develop either an OBC or FBC, setting out the strategic, economic, financial, commercial and management cases for their individual proposals.
- 8.2.2 Projects will only be able eligible to draw down additional funding from the IZ Programme, beyond what has already been agreed at section 8.5, once their project OBC or FBC has been formally approved.

8.3 Benefits Realisation Planning

- 8.3.1 Short-listed Projects are responsible for the identification of Project benefits within their Project Business Cases. They are responsible for ensuring the realisation of each identified benefit is owned. This will be captured through 6 monthly programme monitoring.

8.4 GCR IZ Project Business Case Appraisal Process

- 8.4.1 A central independent appraisal team within the GCR PMO will assess and scrutinise individual Business Cases and to produce Appraisal Reports with independent recommendations.
- 8.4.2 Project Business Cases will be appraised by the PMO with reference to the SOPBC and using guidance from, but not restricted to, the Green Book and the Economic Impact Assessment Guidance.
- 8.4.3 The Appraisal Template, which Business Cases will be assessed against is tailored to reflect the stage of Business Case development (i.e. SBC through to FBC) and clarifies what level of information (if any) is required and what actions require to be completed for the development stage.
- 8.4.4 An Appraisal Report will be provided by the PMO to the relevant Project outlining whether the appropriate criteria have been met and indicating areas where further information is required. The focus of the appraisal is to check that the key points have been appropriately dealt with. No part of the appraisal process constitutes professional advice to any party.
- 8.4.5 Business Cases which the PMO appraise as having met all criteria for their stage of development will be recommended by the PMO for consideration and/or approval by the Chief Executives' Group. Where all criteria has not been met, this will be noted within the Appraisal Report and the PMO's recommendations to Chief Executives' Group.
- 8.4.6 Following approval of an SOPBC by Cabinet, the Chief Executives' Group may approve subsequent related Outline/Full Business Cases for Approved Projects, provided the PMO and Chief Executives' Group is satisfied that all appropriate criteria have been met and the OBC or FBC does not represent a substantial change from the approved SOPBC.

8.5 Business Case Funding Request

This Strategic Outline Programme Business Case (SOPBC) seeks approval for £2,131,535 from the Glasgow City Region Investment Zone to enable short-listed projects to progress to Outline or Full Business Case stage.

Table 4 shows a breakdown of the Business Case funding request for approval with SOPBC submission

Project	Total Costs	Revenue	Capital	Contingency (10%)
NCASP	£874,500	£350,000	£445,000	£79,500
PRISM	£707,300	0	£643,000	£64,300
ALSC	£419,235	£144,920	£236,203	£38,112
MALIN	£130,500	0	£130,500	0
Total	£2,131,535	£494,920	£1,454,703	£181,912

9 CHANGE PROCESS

9.1 UK and Scottish Government Technical Guidance – change process

- 9.1.1. The following guidance from the UK and Scottish Government outlines expectations around the change process for the delivery of Investment Zones. Full details are available in the [Investment Zones in Scotland: Technical Document](#).

9.2 Accountable Body change process

- 9.2.1 The following section sets out the process for a REP, through its identified accountable body, to make changes to their proposals and their duties to inform the Scottish Government and UK government regarding changes. These sit alongside existing statutory duties of accountable bodies (as the representative of the REP) and rules to use public money well.
- 9.2.2 The REP, through its accountable body, will have a degree of flexibility in changing regional priorities and plans in line with the responsibilities delegated to them. This means that joint government approval will only need to be sought when material changes are made to proposals. More detail on the threshold for material changes and the process for seeking approval from the Scottish Government and UK government will be set out in due course and will reflect the appropriate REP Governance.
- 9.2.3 The following questions will be asked of REPs, and their accountable bodies, the REP as part of the joint government consideration of any material changes.
- Has the accountable body within the REP's Chief Finance Officer and their own Governance approved that the change is necessary and deliverable?
 - Is there evidence that the REP is content with the change request, and understands the impacts and implications of making the requested change?
- 9.2.4 Further details on the format of and collection of this data from REPs and their accountable bodies will be set out in due course following discussion with the REPs to ensure it reflects internal Governance structures, in advance of the first formal reporting deadline.
- 9.2.5 The programme's ethos and design are intended to give REPs and their accountable bodies flexibility and responsibility in delivering. However, governments will not consider in-year requests to increase the amount of revenue funding (RDEL) and reduce the amount of capital funding (CDEL) to be used in that year. Scottish Government will issue annual grant offer letters to accountable bodies which will set out an RDEL and a CDEL allocation. CDEL funding cannot be converted to RDEL, however the amount of CDEL can be increased by converting RDEL to CDEL.

9.3 GCR Change Process

- 9.3.1 In addition to the formal change control process detailed by UKG and SG, Glasgow City Region will also require its own mechanism for managing and approving changes, within individual Projects and across the region as required.
- 9.3.2 Where changes fall below the defined UKG threshold, these changes will be managed in line with the overall objectives of the IZ programme and the Regional Economic Strategy.

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The change control process within the GCR IZ will follow a similar methodology to the approach developed for the GCR City Deal programme, covering:

- Outputs
- Timescales
- Finance
- Outcomes

9.3.3 Approvals of change controls will be at the discretion of the Director of Regional Economic Growth and will be reported to the Chief Executives' Group and Cabinet via the Quarterly Performance Report (QPR).

10. REPORTING AND MONITORING

10.1 GCR IZ Technical Guidance - Reporting

10.1.1 For the IZ Programme, the Scottish Government and UK government will require formal reporting on a six-monthly basis, which ought to be informed by internal monthly reporting managed by the REP.

10.1.2 To support understanding of progress, governments will also ask accountable bodies to develop and adopt an Annual Delivery Plan prepared in Q4 that both reflects on performance and describes activity / spend anticipated the following financial year.

10.1.3 Accountable bodies will provide one report on a 6-monthly basis, as will be set out in the MOU by Government.

10.1.4 Part 1 will include the following questions:

- spend to date against outputs/outcomes and forecast against each intervention
- project level summary under each intervention including location, description, how much it costs, its status in terms of delivery
- summary of progress with an overall Red, Amber, Green (RAG) rating of the progress and trend (using dropdowns). Plus, short narrative progress summary update (maximum 250 words)
- forecast underspend/overspend at the end of the financial year (capital and revenues totals)
- forward look to provide narrative highlighting any new projects, events, case studies and opportunities for joint ministerial visits (maximum 200 words)

10.1.5 Part 2 will be to assess whether accountable bodies have provided enough information and assurance to spend grant funding, six-monthly plans should summarise:

- amount of funds committed and the profile of that spend
- amount of funds allocated, but not committed to projects and the profile of that spend
- plan for the allocation of unallocated funds, key milestones regarding timing of calls, commitment of funds and spend profiles
- risk management, for example, confirmation that plans are in place to manage risks relating to project pipeline and capacity
- expected progress made against set of Investment Zones outputs/outcomes

10.1.6 Reports must be signed off by the accountable body's Chief Finance Officer (s95 officer).

10.1.7 Regular updates will be provided to the GCR CEOs' group and the GCR Cabinet for approval, within the established Quarterly Performance Report (QPR) process.

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10.1.8 The Executive Director of Financial Services, Glasgow City Council, will on behalf of GCR, provide the formal six-monthly reports to government.

10.1.9 Continued funding and support from both Scottish Government and UK government. is reliant upon REPs' provision of sufficient information and evidence of progression against their proposals. However, if the reports provided by REPs relating to spend and delivery cause concern, and this concern cannot be ameliorated through dialogue, agreement and action, the Scottish Government and UK government reserve the right to make appropriate adjustments to payments, potentially making them in staged phases, and may withhold payments altogether.

10.1.10 Government have tried to limit the questions that will asked of accountable bodies in their six-monthly reports, in line with the principles of regional autonomy, decision making and accountability. The joint government approach to performance management is that it should be proportionate, asking only for the information needed to understand delivery progress and satisfy our own duties.

10.1.11 The questions and data requested from accountable bodies is intended to capture information for three purposes:

- a programme level oversight of the progress of the Investment Zones to assure the Scottish Government and UK government, the accounting officer(s), Scottish and UK ministers, and both Scottish Parliament and UK Parliament
- support evaluation of the programme, the principles of which are set out in the monitoring and evaluation section and are expanded upon in the evaluation strategy
- monitor that Investment Zones monies are being spent on the Investment Zones priorities, and that the outputs and outcomes delivered are in line with expectations detailed in investment plans.

10.2 Monitoring

Projects will be required to provide six monthly monitoring reports in accordance with the details specified in the Conditions of Grant.

11. RISK

- 11.1.1 Investment Zone delivery will be managed by the REP and Third Parties in line with the requirements set out within the proposals. It is crucial that all risks relevant to the successful delivery of the Investment Zones and agreed outcomes are identified, evaluated and controlled in a transparent, consistent and systematic manner.
- 11.1.2 Any issues should be reported via agreed Governance. Where issues remain unresolved and/or where progress, delivery or performance is deemed inadequate, there must be a clear route for escalation, and Scottish Government and UK government must be informed as appropriate. A lessons learned exercise should be undertaken for each significant issue encountered
- 11.1.3 Projects will manage an Investment Zone risk register and this will be reported to GCR on a quarterly basis. This approach will cover risks at a programme and project level.

12. EVALUATION

12.1 Scope of national process evaluation

12.1.1 Process evaluations are necessary to understand how the design and delivery of a programme has worked in practice. This is reliant on monitoring and reporting information, supplemented by engagement with those involved in the delivery of the programme. The Scottish Government and UK government will work collaboratively to undertake a feasibility study to assess what level of evaluation is possible and proportionate and will provide detail of this in due course. This will link to English Investment Zones where appropriate, recognising where there is consistency and difference in the approaches. Regardless of the type and level of evaluation, governments will lead the evaluation work and will rely on the support of REPs to provide data and contribute to analysis where appropriate.

12.2 Proposed scope of the national impact and value for money evaluations

12.2.1 The Investment Zone programme presents a unique opportunity to evaluate what works in research, innovation and levelling up policy. Dependant on the findings of the feasibility study, governments intend to cover the following:

- **intervention level** – this would evaluate the different categories of interventions (including skills, business support and R&D investment as well as the tax benefits on offer) through a thematic or intervention level evaluation. The findings of this evaluation will contribute to learning more about what works well for this policy approach to increasing productivity and addressing inequalities within and between regions.
- **regional level evaluation** – there are currently eight Investment Zones in England, and four across Scotland, Wales and Northern Ireland. This presents an excellent opportunity to understand impacts at a regional level in different policy environments, and to compare this with other national programmes such as City Region and Growth Deals.
- **programme level** – this would allow governments to understand the cumulative impact of the Investment Zones programme over time, recognising they operate in different economic, governance and policy landscapes.

12.3 Requirements from regions

12.3.1 Regions are expected to participate in activities jointly coordinated by governments to evaluate the programme. This could include facilitating access to sites, identifying stakeholders for study teams and/or participation in focus groups or interviews. All regions are required to submit monitoring data in line with guidance, regardless of whether they chose to undertake their own regional evaluation. A simplification process is currently underway, to consolidate, reduce and standardise the indicators collected from regions to feed into monitoring and evaluation activities. The frequency and detail of the indicators related to Investment Zone activity will be informed by the outputs of this simplification exercise, which will be made available later in the year.

12.4 Regional evaluation

12.4.1 REPs are encouraged to undertake their own evaluations to further their own understanding of what works, and why, in their region. Where REPs do conduct evaluations, they will be encouraged to share evaluation outputs and data with the Scottish Government and UK government, and to publish findings. Governments can provide collated standard output and outcome indicators which REPs may wish to use for evaluation purposes. Plans for project evaluations should be proportionate to the scale of the project.

12.5 Feasibility study and detailed M&E strategy

12.5.1 The exact scope of the government led evaluation will be confirmed after a feasibility study has been undertaken, which assesses whether robust impact and value for money evaluations at each of these three levels will be possible, and if so, the most appropriate methodological approaches, methods and datasets to conduct these. The findings of this study will contribute to the development of an overarching Investment Zones Monitoring & Evaluation Strategy, which will be made available through both Scottish and UK government websites.

12.5.2 The strategy will outline the policy aims and objectives, the questions the evaluations will answer, and the department's approach to evaluating whether and how the Investment Zone policy has achieved its desired objectives. The strategy will also include the Theory of Change (ToC), demonstrating how the Investment Zones policy is expected to progress from implementation through to its desired outputs, outcomes, and impacts. The ToC will steer the Investment Zones evaluation approach and provide additional questions and hypotheses to be tested.

12.5.3 Following the conclusion of the feasibility study, governments will develop and publish the M&E Strategy later this year, which will contain:

- shared policy aims and objectives
- a ToC summarising the evidence supporting how the Investment Zones policy is expected to progress from inputs to desired outputs, outcomes, and impacts
- policy questions the evaluation will be expected to answer
- high-level overview of the methods and datasets that will be conducted as part of a robust evaluation approach (including monitoring, process evaluation, and potential impact and value for money evaluations)
- provisional timeline of deliverables the evaluation is expected to deliver, including interim and final evaluation reports

12.6 Approach to evaluation-centred design of policies

12.6.1 Government expect REPs to think about how policies could be evaluated robustly, and will consider what resources can use to support them to set this up and deliver it. As government continue to work with REPs to design their intervention-level policies, they encourage REPs to identify where there are opportunities to design the implementation in

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such a way that allows robust evaluation such as randomised control trials (RCTs). Governments will jointly consider options to support the streamlining of the evaluation design. Governments will also consider any lessons learned from existing programmes including from the Deals and Green Freeports programme to reduce the burden from REPs.

13 MARKETING AND BRANDING

13.1 Marketing and Branding

- 13.1.1 Both marketing and branding play a key role in ensuring effective promotion of the Investment Zone Programme. The REP must acknowledge Scottish and UK Government support in relation to the Investment Zone delivery. In key publications/literature or high-profile events, the REP should consult with both governments on relevant branding requirements.
- 13.1.2 As part of this will be acknowledgement the wider policy agenda of the Scottish and UK Government, for example the Scotland's National Strategy for Economic Transformation and the UK's Industrial Strategy.
- 13.1.3 The requirements relate to all communications materials and public facing documents relating to funded activity – including print and publications through to digital and electronic materials.
- 13.1.4 The REP should inform the governments of major upcoming events, public announcements, and publications, in good time, where possible. Where appropriate, the governments will use Scottish and UK Government platforms to promote and support the work of the Investment Zone.

13.2 GCR IZ Communications and Engagement Protocol

- 13.2.1 Projects should fully adhere to the detail contained within the GCR IZ Communication and Engagement Protocol & Toolkit – see Appendix 1

Appendix 1 GCR IZ Communication and Engagement Protocol & Toolkit



Appendix 1 - GCR IZ
Communication and E