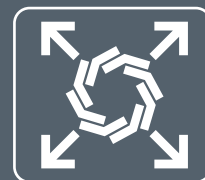




# 2020/21

GLASGOW CITY REGION  
ANNUAL PERFORMANCE REPORT

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# Welcome



This Annual Performance Report covers the period ending 31 March 2021, marking the sixth year of the Glasgow City Region City Deal. This year's report provides an overview of progress in the delivery of the City Deal, as well as our plans for wider economic growth and resilience.

Our City Deal was the first to be established in Scotland and to benefit from funding from both Scottish and UK Governments. It continues to be one of the largest and most advanced of the UK City Deals.

The period of the report has been played out under the shadow of the global pandemic. Much of our efforts have therefore focused on managing its impact on both the City Deal programme and wider plans for the Region's economic recovery.

An updated programme plan was approved by the City Region Cabinet in late 2020. This, and the commitment from both governments and partner councils to proceed with all of our City Deal projects, allows us to be firmly focused on the road ahead.

Despite the challenge of the pandemic, the partnership continued to deliver significant progress and substantial successes. In May 2020, the City Region was among **the first in the UK to successfully pass** the UK and Scottish governments' Gateway Review, unlocking the next £250 million tranche of the £1 billion funding committed. City Deal projects have continued to draw and attract further extensive investment and funding to the Region, including £21 million additional Sustrans funding for the Avenues Plus project, allowing for four more avenues to be created alongside the seventeen already being funded by City Deal.

We have worked hard to continue progressing projects across the Region, with new contract tenders providing business and employment

opportunities vital to our economic recovery. Projects on the ground, such as the urban neighbourhood and city park at Sighthill and Scotland's Advanced Manufacturing Innovation District, are also rapidly taking shape.

The most recent figures show that over £262.8 million has been spent on City Deal infrastructure to date, with local businesses benefitting from City Deal contracts to the value of £116 million (March 2021).

Recent events have accelerated the pace of change and placed an even greater urgency on action around emissions and climate change. With COP26 now on the immediate horizon, we have launched the City Region's Climate Adaptation Strategy, with a new green investment brochure to set out key projects to support these ambitions.

The City Deal, a new Regional Economic Strategy, and transformational projects such as those showcased in our investment brochure will continue to be our key focus throughout next year.

We look forward to working closely with government partners on shared priorities and funding for projects of mutual, local, Regional and national benefit.



**Susan Aitken**

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



# Glasgow City Region



Glasgow City Region is a key engine of economic growth for both the Scottish and UK economies. With a population of 1.8 million people, it provides 34% of Scotland's jobs and a base to almost 30% of the nation's businesses. Its economy produced an approximate £47.3 billion of Gross Value Added (GVA) in 2019, making it the largest city region economy in Scotland and the fourth largest in the UK.

Eight local authorities make up the Region: East Dunbartonshire, East Renfrewshire, Glasgow City, Inverclyde, North Lanarkshire, Renfrewshire, South Lanarkshire and West Dunbartonshire.

## REGIONAL ECONOMIC RECOVERY PLAN

In December 2020, Glasgow City Region Cabinet approved our Regional Economic Recovery Plan which set out our Regional response to the economic impact of the pandemic. The plan was developed through engagement with our eight local authorities and our partner organisations, and it identified 10 high level actions.

Our priority actions include key areas such as maintaining grant support to local businesses impacted by restrictions; encouraging safe movement on public transport and active travel; enhanced support for those made redundant; a co-ordinated skills and training response to help people back into work; accelerating infrastructure investment to stimulate the regional economy; developing a proposal for a home energy retrofit programme; bringing vacant and derelict land back into use; and improving digital connectivity.

### WORKING IN PARTNERSHIP FOR ECONOMIC GROWTH

We are working together to deliver a strong, inclusive, competitive and outward-looking economy, sustaining growth and prosperity with every person and business reaching their full potential.

Building on the success of the City Deal, Glasgow City Region's eight partner councils have committed to a common economic strategy for the Region, marking an unprecedented collaboration on jobs, skills and inclusive growth. To support the delivery of the plan, eight Portfolios have been established, shown opposite. Key progress and future plans are set out over the next two pages under the themes of People, Place and Business.

A refreshed Regional Economic Strategy is under development and will be launched before the end of 2021.

### PORTFOLIO GROUPS

**East Dunbartonshire Council**  
Land Use and Sustainability

**East Renfrewshire Council**  
Infrastructure and Assets

**Glasgow City Council**  
Inward Investment and Economic Growth

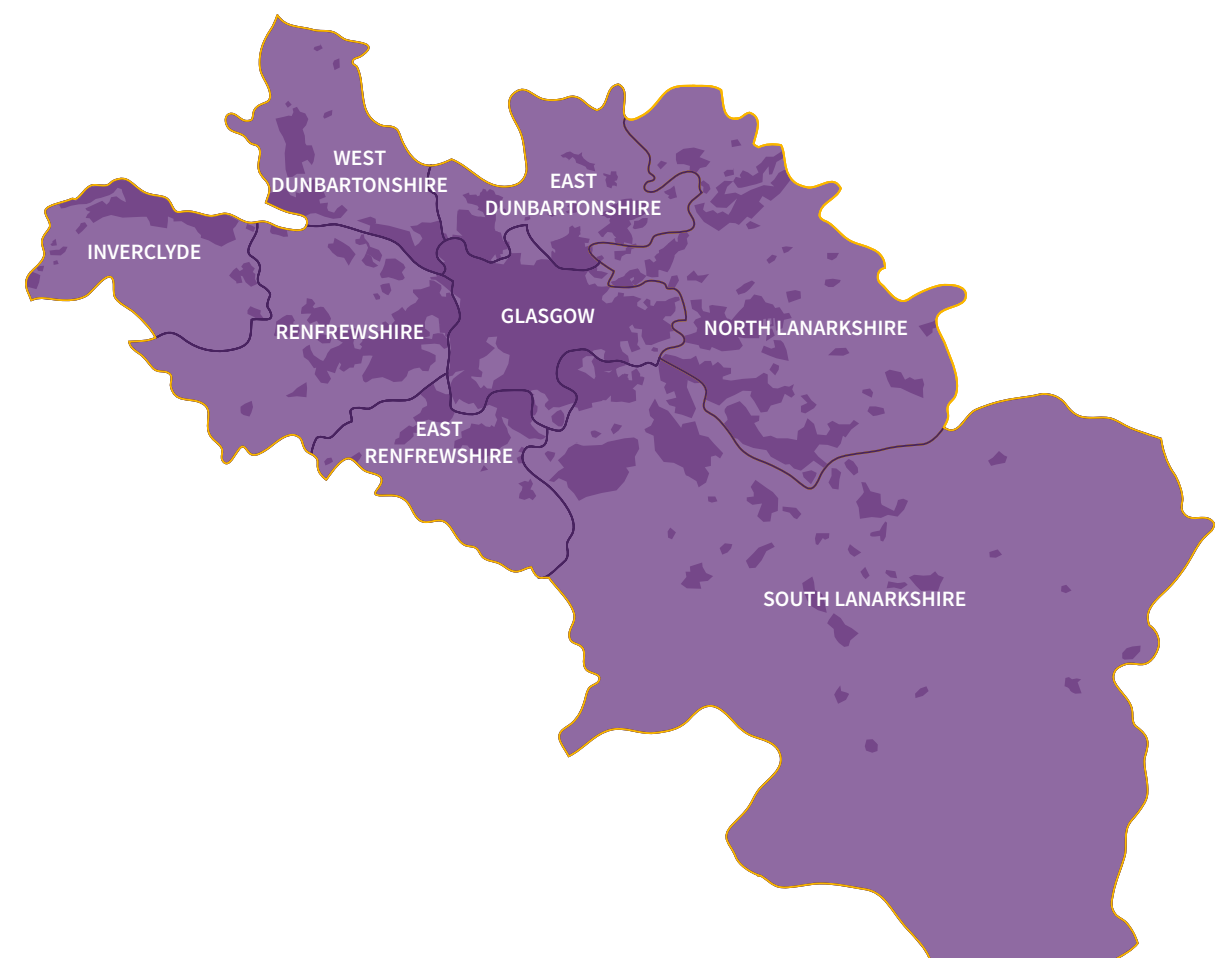
**Inverclyde Council**  
Tourism and Destination Marketing

**North Lanarkshire Council**  
Transport and Connectivity

**Renfrewshire Council**  
Enterprise

**South Lanarkshire Council**  
Skills and Employment

**West Dunbartonshire Council**  
Housing and Equalities



## PEOPLE

In 2019, the City Region Partnership developed an ambitious Regional Skills Investment Plan (RSIP). In response to the pandemic, the RSIP Delivery Plan was updated and progress is reported regularly through the Skills and Employment Portfolio Group.

Developing our Regional approach to Community Wealth Building (CWB) is a key priority and we have worked closely with the Scottish Government and the Centre for Local Economic Strategies (CLES) to develop our work on two key pillars – the progressive use of procurement and tackling vacant and derelict land. These reports were presented to the Cabinet in February 2021. The Glasgow City Region Programme Management Office has taken on an officer dedicated to supporting the development of our approach across all five pillars of CWB. The recommendations from the reports produced by CLES are being progressed through the Land Use and Sustainability Portfolio Group and the Sustainable Procurement Strategy Group.

Maximising the delivery of community benefits secured through public sector contracts is a core part of CWB and work has already started to investigate a community wish list approach that would align the requirements of local communities with the community benefits offered by suppliers. The community wish list approach is already being used by some local authorities, such as East Renfrewshire and West Dunbartonshire. Further work is underway and it is expected that a Regional approach will be considered in 2021.

The City Region Project Management Office has worked with colleagues in Public Health Scotland and the Glasgow Centre for Population Health to develop a bid for funding from the Health Foundation.

The proposed work will develop, test, and embed a health inequalities impact assessment process in capital spend projects across the Region over a three-year period. Transferable learning from the work will be drawn out and shared more widely. It is anticipated that a decision on funding allocation will be made by the Health Foundation in late summer 2021.

Developing collaborative Regional approaches in a number of key employability areas has been progressed by the Skills and Employment Portfolio Group in 2020/21. Working closely with Skills Development Scotland, the group has sought to enhance the offer to people made redundant as a

result of the pandemic through the PACE service (Partnership Action for Continued Employment). Discussions to develop other areas of collaboration have progressed, including the potential development of active labour market projects in response to the pandemic, and medium to long term ambitions for greater Regional collaboration through procurement for employability and training opportunities.

## PLACE

Within the context of delivering on local and national ambitions to achieve carbon net zero and a more sustainable economy, there has been exciting and ground breaking progress within the Place theme.

The launch of the Clyde Climate Forest has harnessed the enthusiasm for tree planting and is channelling this activity into increasing the number of trees in urban areas, protecting wildlife and developing a comprehensive network of native woodlands, establishing plantation forests to serve as carbon sinks, support flood management, and provide construction timber to substitute for high emission materials.

Work continued throughout 2020/21, led by the Land Use and Sustainability Portfolio Group and supported by Climate Ready Clyde, to develop the first Adaptation Strategy and Action Plan for the Region and Scotland.

One of the key actions within the Glasgow City Region Economic Recovery Plan is the proposal to investigate a feasibility study into delivering a large scale home energy retrofit programme. This work has been led by the Housing Portfolio Group. Consultants have been appointed to develop the feasibility study and an expert advisory panel has been brought together to support the study. The study will set out the initial steps to progress the project and will be published in September 2021.

The blight of vacant and derelict land (VDL) has been a longstanding issue in Glasgow City Region. The Land Use and Sustainability Portfolio is developing a business case for addressing the issue. This will make the case for a co-ordinated approach to tackling VDL throughout the Region and propose actions to bring land back into use for housing, commercial development, and for community and environmental projects.

The Transport Portfolio Group co-ordinated the development and submission of an ambitious bid

to the Scottish Government's £500 million Bus Partnership Fund. The bid from Glasgow City Region includes a set of interventions that will maximise bus priority measures on reducing congestion and seek to leverage other bus service improvements, including the development of fares and ticketing, vehicles, customer service and network enhancements.

The Infrastructure and Assets Portfolio group has completed an extensive infrastructure mapping exercise to co-ordinate and align strategic investment across the City Region with our utility and infrastructure providers, with all City Region major projects digitally mapped and held centrally to give a complete picture of where the Region plans to invest and develop over the next 10-15 years. This significant piece of work will prevent duplication and delay and enables utility and infrastructure constraints to be identified and worked through in advance of project delivery. See the case study on page 8. Work being undertaken to develop a Regional Capital Investment Plan is being overseen by the Infrastructure and Assets Portfolio Group and is a natural evolution of the digital infrastructure mapping exercise. It seeks to align the capital investment plans of all public sector bodies resulting in a combined Glasgow City Region Capital Investment Plan for all public sector bodies. Work is ongoing to align this ambition with the work of the Scottish Futures Trust. This work will be concluded later in 2021.

## BUSINESS

Glasgow City Region has collaborated on a range of activities to support businesses in the City Region through the Enterprise Portfolio Group, Tourism Portfolio Group, and a greater alignment on our approach to Inward Investment.

During 2020/21, member authorities have been involved in the processing of grants to local businesses affected by the pandemic. It is estimated that over £1 billion of grants have been provided to businesses across Glasgow City Region.

Businesses have a key role to play in realising our ambitious local and national targets to reduce carbon emissions and make our economy more sustainable. Through the Enterprise Portfolio Group we have started to engage with partners, such as Zero Waste Scotland and Scottish Enterprise, to look at how we can provide tailored support to help businesses adapt and change how they operate to help us achieve net zero.

Our focus on Inward Investment, led by Glasgow City Council and supported through our Economic Delivery Group, has led on the introduction of Zoom Prospector, an online marketing platform that allows us to identify and promote development sites across Glasgow City Region. We have also worked closely with Scottish Development International (SDI) who presented their national inward investment strategy to Cabinet in February 2021. Work is underway to develop a green investment prospectus highlighting key investment opportunities in the City Region. This will be published in advance of COP26 in November 2021.

To stimulate economic activity and mitigate the impact of the pandemic, we have developed a list of investment ready projects which could be delivered quickly but which still require funding. This Ready to Go list is being used to seek additional infrastructure investment from the UK Government and Scottish Government to support projects that will drive short-term economic activity. Over 90 projects have been identified so far and these are a mix of infrastructure, commercial, and residential projects which can be progressed in the short to medium term, with the funding to complete value ranging from £200,000 to £53 million.

Tourism is one of the industries most affected by the pandemic. The Tourism Portfolio Group has updated our Regional Tourism Action Plan, focusing on a smaller number of immediate actions to support and drive recovery within the industry. During 2020/21, a small delivery group was established to look at how best to market the Region. This group has been working to co-ordinate bids to the VisitScotland Destination and Sector Marketing Fund. The Tourism Portfolio has also developed a proposal to increase training opportunities within the hospitality sector through an innovative Chef Academy.



## CASE STUDY

## Regional mapping helps align strategic investment



A project to digitally map City Deal projects and other major planned infrastructure has provided a number of important benefits to the partnership and the Region's utility and infrastructure providers, with even greater wins projected for local residents.

Through the Region's Infrastructure and Assets Portfolio, led by East Renfrewshire Council, a Regional overview of infrastructure requirements has been developed and digitally mapped. City Deal projects and other major planned infrastructure have been collated, providing a clear and full picture of where each Member Authority plans to invest and develop over the next 10 – 15 years. This includes approved housing and commercial developments as well as education and leisure facilities.

A working group was established with utility and infrastructure companies and provided a forum to share and discuss respective plans and to match this with the provision, capacity limits and investment plans to 'plug in' new resources for electricity, gas, water and telephone and internet services, vital to underpin developments.

Constraints or capacity issues at each location were flagged up at an early stage by utilities, and any pertinent issues that might impact on the delivery of the partners' respective investments.

In a number of cases, phasing of the delivery on projects was adapted by utilities or member authorities to either escalate delivery or avoid unnecessary delays to project completions. This also reduced delivery costs for councils.

The mapping exercise has helped to build stronger relationships with utility and infrastructure providers and an open channel for ongoing engagement. Importantly, it has also brought greater certainty and confidence to enable strategic investments to be aligned and in some cases brought forward – preventing delay and duplication and maximising shared benefits. For residents, acceleration of projects, including new or improved roads, vital new housing, and enhanced utility and network improvements along with less 'on the street/road' disruption are great wins.

This work is providing the foundations for a deepening alignment of strategic investment in infrastructure across the City Region.

## CASE STUDY

## Regional Energy Retrofit Programme



Glasgow City Region has commissioned the development of a feasibility study for a large scale, Regional Home Energy Retrofit Programme.

To create jobs, improve the quality of housing, and deliver on a shared commitment to net zero carbon emissions, Glasgow City Region has ambitious plans to deliver a large-scale home energy efficiency retrofit programme that will bring all properties up to Energy Performance Certificate C.

Retrofitting and providing a new clean energy heat source for every home that needs it will contribute to UK and Scottish Government commitments to achieve net zero carbon emissions. It will also give greater energy security, lower household energy bills, and provide warmer homes and better health outcomes through reduced fuel poverty.

A programme of investment on this scale will be the most comprehensive and ambitious home energy retrofit programme ever to have been undertaken and requires sustained long-term investment. Over a 10 year programme of investment and delivery, it is estimated that the programme would support over 75,000 jobs and generate £4.4 billion in Gross Value Added (GVA) across Glasgow City Region. In addition to the employment and economic benefits, widespread insulation across the Region would remove 10.7 million tonnes of carbon emissions per annum.



**Project value  
£10 billion**



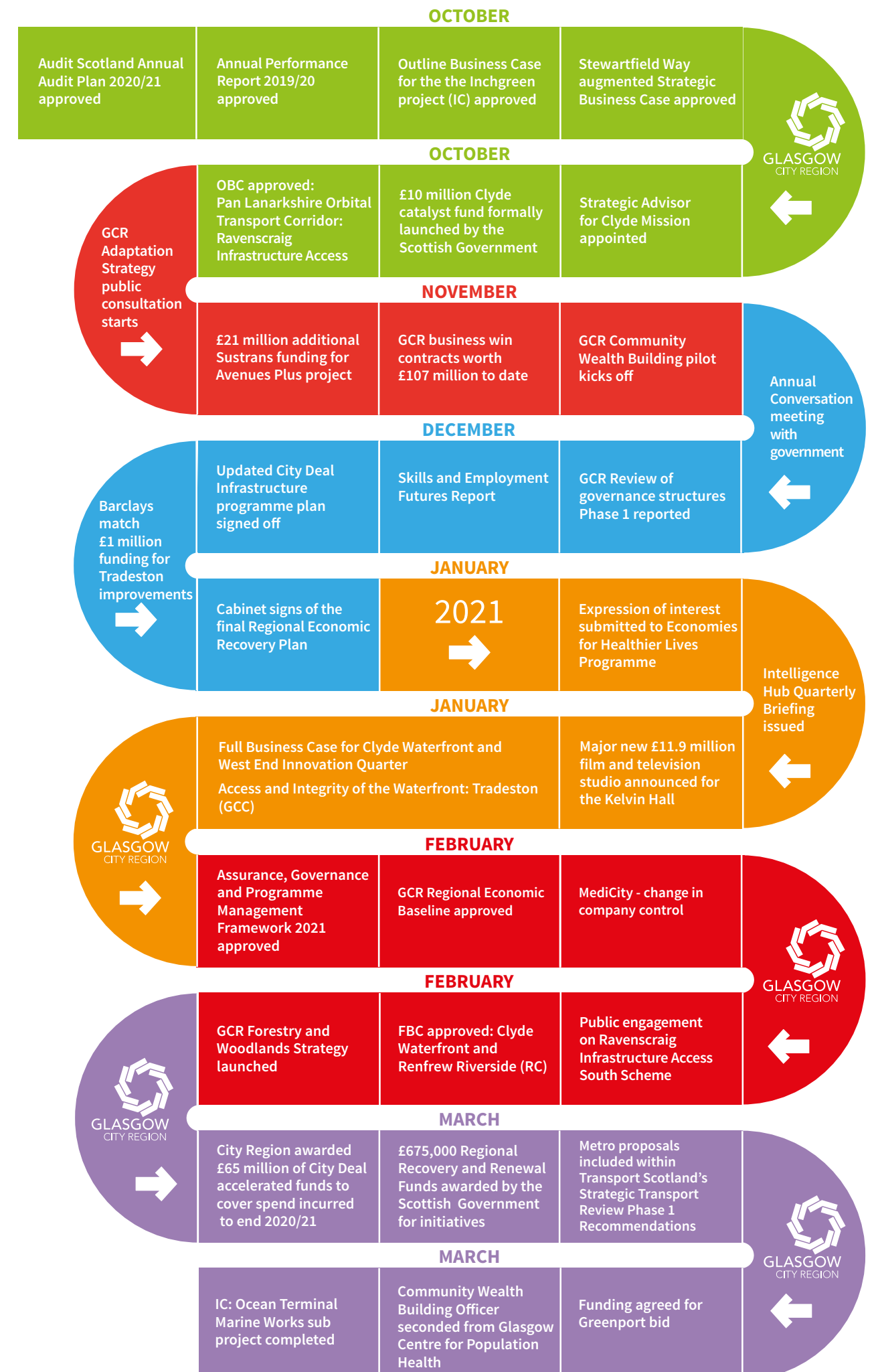
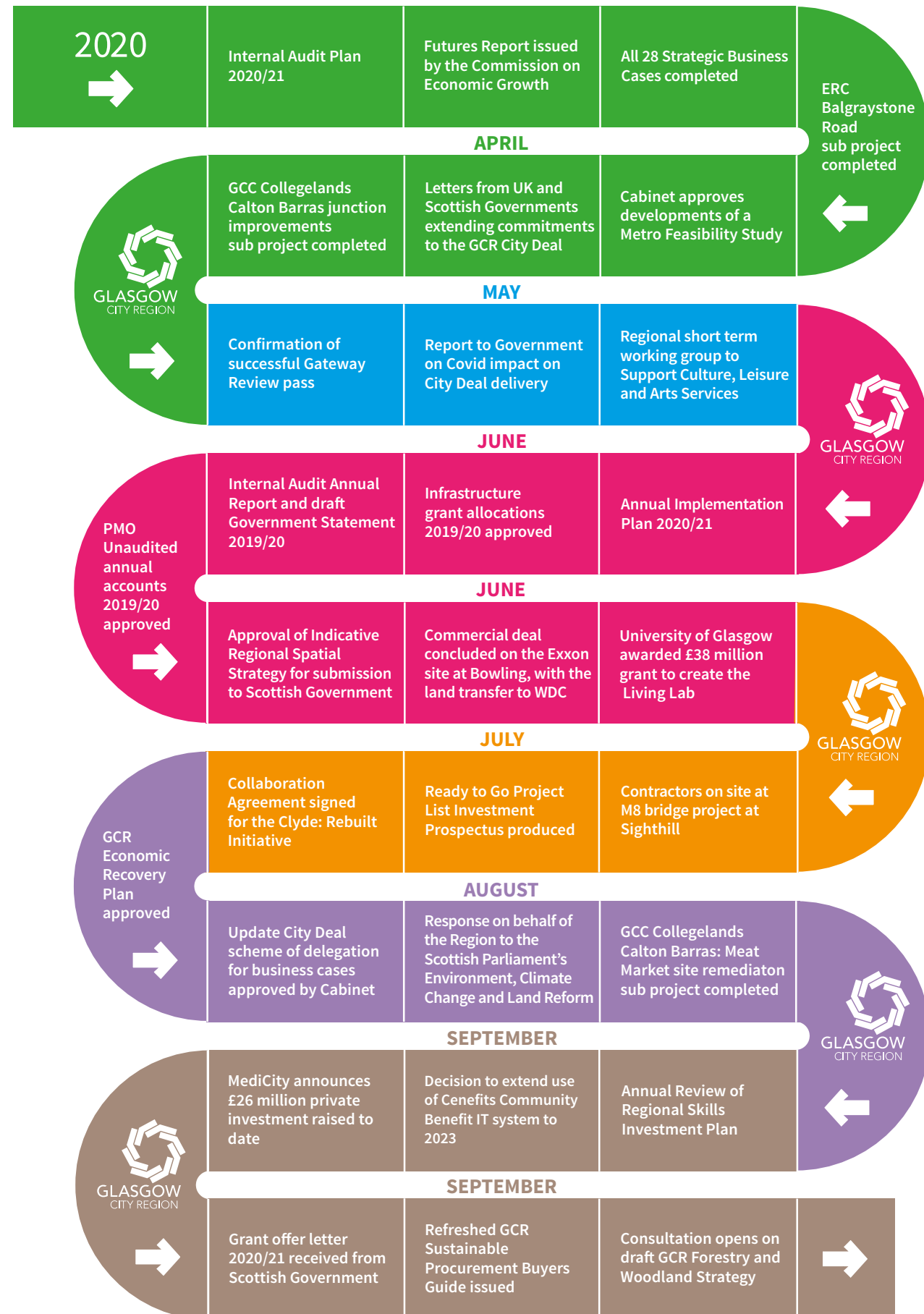
**Support  
>75,000 jobs**



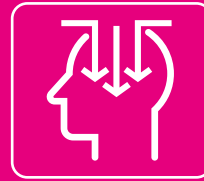
**Remove  
10.7 million  
tonnes of carbon  
emissions per annum**



# Milestones



## Intelligence Hub Overview



The Glasgow City Region Intelligence Hub was established in 2019 to provide economic support and analytical services to the Region and its eight Member Authorities. The Hub's remit covers four key areas.

### DATA ANALYSIS AND TOOLKITS

The Hub continues to analyse the latest economic statistics published by sources such as the Office for National Statistics and the Scottish Government. These statistics have been used to create a wide range of outputs to support policy and programme development across the Region including:

- **The Regional Economic Baseline** – the baseline summarises a wide range of socio-economic issues across the Region using the latest available data. The work identified the three Grand Challenges facing the Region of Inclusive Economy, Enhancing Productivity and Climate Emergency. The baseline is now underpinning the team's ongoing work to develop a Regional Economic Strategy, due by the end of 2021.
- **Bespoke Member Authority Analysis** – a range of bespoke analyses to support GCR member authorities including an in-depth review of depopulation in Inverclyde and West Dunbartonshire, and analysis of the economy of the combined Pan-Lanarkshire area.
- **Data Toolkits** – the development of a GCR Intraregional Toolkit to allow socio-economic analysis including gap analysis at a member authority level. See further detail below.

### POLICY AND RESEARCH

The team has conducted a variety of research into pertinent socio-economic issues that are impacting Glasgow City Region. Examples include:

- **COVID-19 economic briefings** – the team has produced 10 economic briefing notes for senior officers to provide the latest insights into the actual and possible impacts the pandemic is having on the economy.
- **Issues Briefings** – the Hub has also developed a series of briefings on various topical issues, which over the last year have been driven by COVID-19 such as:
  - > Key Workers (and their importance on the Region's economy)
  - > Retail and High Streets (and how COVID-19 is exacerbating some recent challenges facing local high streets)

- **Bespoke Research** – the team conducted a wide variety of research and analysis to support the development of the Region's Economic Recovery Plan. Other work includes research into innovation in the Region's SMEs.

### ECONOMIC MODELLING

The Hub has been working with partners to develop Economic models which can be utilised to better understand the economic impacts of various investment decisions. Models developed thus far include:

**A Computable General Equilibrium (CGE) Model for large-scale investments** – the first Regional CGE model in the UK allows us to better understand the economic impact of major investments in the Region. For instance, it is currently being used to understand the impact of the Regional housing retrofit programme, which is a key component of the Region's Economic Recovery Plan.

**Procurement Spending Analysis** – the Hub has reviewed the impact of procurement spend in the Regional economy to help understand opportunities to increase local impacts. This has fed into the Region's Sustainable Procurement Strategy.

**Employment Location Analysis** – the team has reviewed the wider economic impacts of various company and government department decisions to locate in, and leave, the Region.

### BUSINESS CASES

The team has appraised and assisted in the development of a number of GCR City Deal business

## CASE STUDY

## Intra-Regional Toolkit



The team currently gathers over 120 socio-economic datasets for a wide variety of metrics. Since the beginning of 2021, the Hub has been working on ways to make key datasets more widely available to partners and more user-friendly. In response a toolkit was developed that allows member councils to track their economic performance, based around the three economic Grand Challenges.

The toolkit enables local authorities to assess if their performance is improving or declining across the indicator, and to assess it against comparator geographies (UK averages, Scottish Averages, Top Performing Local Authorities and LGBF family groups).

- **Making the case for investment** – officers in local authorities can quickly use the latest data to comparative performance against other local authorities to support the case for investment. This is currently being used to support bids for the UK governments Levelling Up Fund.

The Hub has committed to updating the toolkit on a quarterly basis, or upon the release of a major dataset. A key benefit of the toolkit is the saving in time from local authorities individually downloading the same datasets. Also, along with a wide variety of other work which the Intelligence Hub has produced over the last year, there has been a significant saving in consultancy costs by doing this internally.

### TOOLKIT FUNCTIONALITY

There are three main functions to the toolkit:

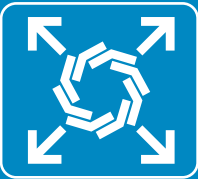
- **RAG Performance Dashboard** – a summary dashboard that allows a local authority to review its relative position and short-term performance against a series of comparator geographies.
- **Gap Analysis Dashboard** – a summary dashboard that allows a local authority to understand its performance gaps. It can then assess (in percentage and numerical terms) what it would take to reach the same performance levels as the comparator geographies.
- **Individual Indicators** – individual indicators can be interrogated to understand performance over time.

### HOW THE TOOLKIT CAN BE USED

The toolkit is intended to:

- **Track performance** – officers in member authorities now have access to all the latest data to understand whether their local areas are heading in the right direction against a wide range of socio-economic metrics. This can be used for a wide range of strategy/policy development and performance measurement activities.

# Glasgow City Region City Deal



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

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

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

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







Together these City Deal projects have been enabling a programme of works which have been supporting the growth of the Region's economy and will continue to do so throughout the Deal's 20 year lifetime to 2035.

## Over its lifetime, it is estimated that the City Deal will:

- Deliver £2.2 billion in additional GVA per annum (a 4% uplift) across the City Region;
- Support an additional overall increase of around 29,000 jobs in the City Region;
- Create 15,000 construction jobs through the City Deal construction programme;
- Work with 19,000 unemployed residents and support over 5,500 back into sustained employment;
- 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 the Region, ensuring deprived areas benefit.

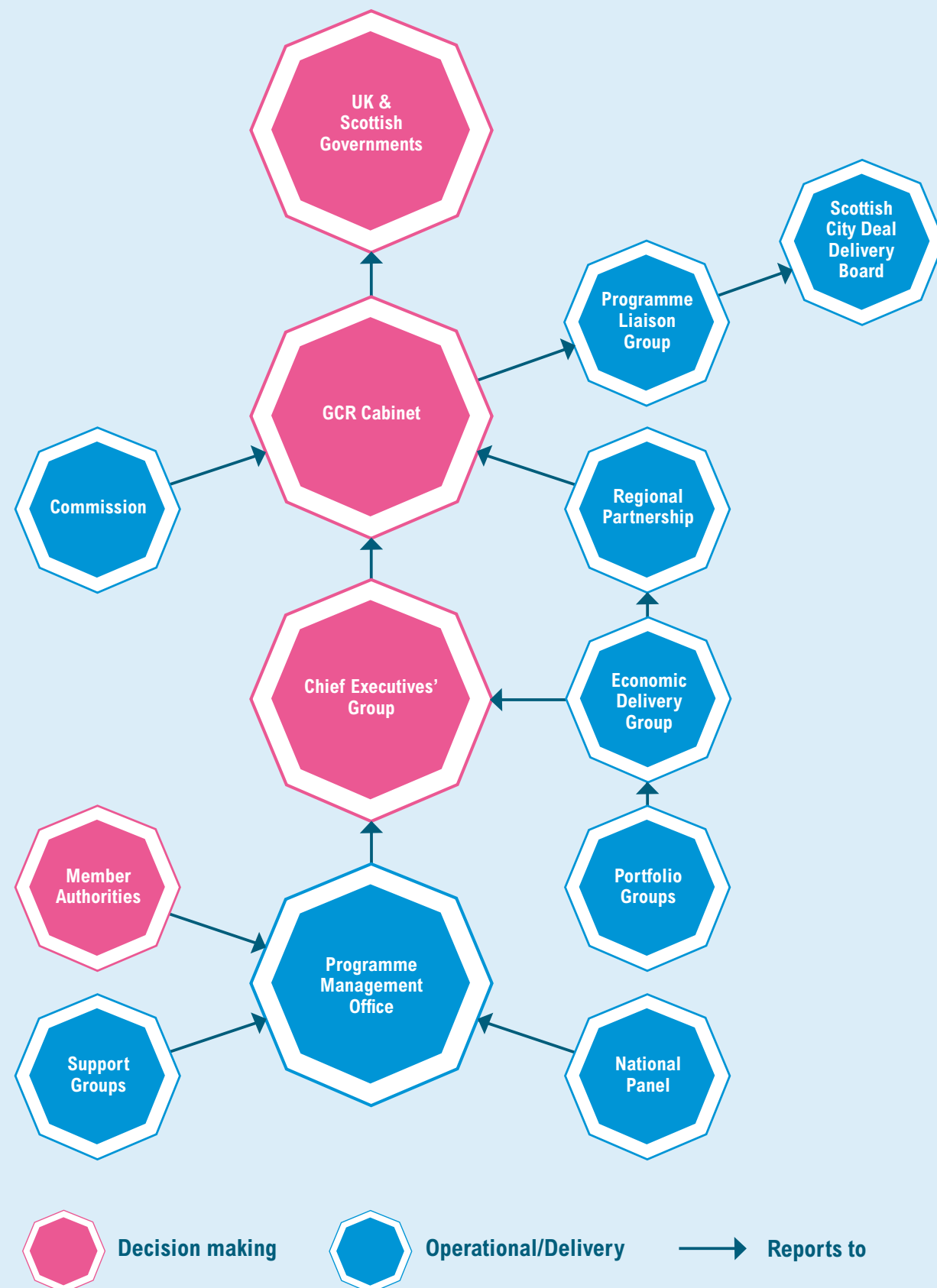
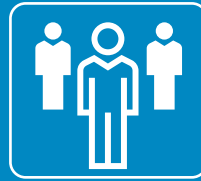
# City Deal in numbers



 <b>£18.7 million</b> funding to support innovation and Business Growth	 <b>£24.6 million</b> Skills and Employability schemes
 <b>Supported 5,500</b> people back into work	 <b>Worked with 9,000</b> unemployed residents
 <b>£3.3 billion</b> private sector investment targeted	 <b>£2.2 billion</b> additional GVA per annum targeted




## Governance Structure



## City Deal - Key Achievements at end March 2021



 <p><b>All projects</b> selected and funding allocated</p>	 <p><b>&gt;£116 million</b> 61% of all Tier One contracts won by local companies</p>
 <p><b>27</b> high level City Deal Projects: 8 projects and 19 sub projects completed to date</p>	 <p><b>8,000</b> young people supported into employment through Youth Gateway</p>
 <p><b>Over £430 million</b> infrastructure spend approved</p>	 <p><b>Successful</b> Gateway review pass</p>

## Governance and Scrutiny



### GOVERNANCE

Governance arrangements for the City Deal were agreed by government and are set out in the Assurance Framework. Current structures are shown on page 16.

In 2014, a Joint Committee was established by the member authorities, constituted under Section 57 of the Local Government (Scotland) Act 1973. The Joint Committee, known as the Glasgow City Region Cabinet, is made up of the Leaders of the participating authorities. The Cabinet is responsible for decision making in relation to the City Deal and for determining the strategic economic development priorities for Glasgow City Region.

Cabinet meetings are open to the public, with agendas, papers and minutes available through the City Region website. Following the Coronavirus outbreak in March 2020, the April 2020 Cabinet did not meet in person, with decisions made remotely and posted on the GCR website. Since then meetings have been held by video conference and, for the period of the report, every eight weeks. At the June 2021 Cabinet, the decision was taken to change the frequency of Cabinet meetings from eight weekly to twelve weekly. The change of frequency was in recognition of Strategic and Outline Business Cases having been approved for the majority of projects, and the increased delegation of decision making agreed on Full Business Cases to the Chief Executives' Group and the Director of Regional Economic Growth.

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

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

To further the existing collaboration between the eight local authorities, in June 2016 the Leaders agreed that a distributive leadership model based around eight portfolios would drive wider Regional economic growth. Portfolio Groups, chaired by senior officers from the local authorities, continued to work throughout 2020/21 to deliver actions from the Regional Economic Strategy Action Plan, which included supporting the delivery of the City Deal Programme's benefits.

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

### SCRUTINY

The Programme Liaison Group (PLG), made up of representatives from the UK and Scottish Governments, met regularly throughout 2020-2021 to review and monitor the City Deal Programme's progress and the delivery of the PMO's work programme as set out within the Annual Implementation Plan 2020/21.

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

### AUDIT

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

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

DATE	ACTIVITY
<b>April 2020</b>	Internal Audit Plan for 2020/21 approved by Cabinet (via email circulation and approval of papers)
<b>June 2020</b>	Audit Support Group papers issued electronically to Chief Auditors of member authorities: <b>Reports to Cabinet:</b> 2019/20 assurance report on Compliance with Assurance Framework – Business Case Submission and Appraisal Follow-up Audit Report. Internal Audit Annual Report and draft Annual Governance Statement 2019/20
<b>June – September 2020</b>	Fieldwork for Review of Governance Compliance audit
<b>November 2020</b>	Audit Support Group met virtually
<b>November – December 2020</b>	Fieldwork for Community Benefits audit
<b>December 2020</b>	<b>Reports to Cabinet:</b> 2020/21 assurance report Review of Governance Compliance Follow-up Audit Report
<b>February – June 2021</b>	Fieldwork for Grant Claim Eligibility phase 2 audit
<b>April 2021</b>	Internal Audit Plan for 2021/22 approved. <b>Reports to Cabinet:</b> 2020/21 assurance report Community Benefits Follow-up Audit report



## CASE STUDY

## Collegeland Calton Barras (Public Realm)



As part of recent works to regenerate the Barras Public Realm, an artist-led project involving St Anne's Primary School has seen local surface designers Bespoke Atelier take inspiration for the final plaque designs from drawings and models produced by the children after they had spent time together exploring the Barras and following a series of artist-led workshops.

The Barras Public Realm works is a key component of the £27 million City Deal funded **Collegelands Calton Barras infrastructure programme** which aims to deliver an integrated, attractive and resilient neighbourhood within the inner east end of Glasgow. The programme is focusing on improving accessibility and connections to the city centre and further afield; remediating sites that have been derelict or vacant to attract development, and building upon existing regeneration activities to improve the quality of place.

**Public realm work** delivered at the Barras in recent times includes refurbishment of 'The Barras' signage; and the enhancement of local streets and spaces through high-quality resurfacing, footway widening, CCTV installation and better street lighting.

Nearby **junction improvements** - supported by Scottish Government Community Links funding through Sustrans Scotland, also augments the area's connectivity with the city centre, and prioritises the attractiveness of active travel.

Collegelands Calton Barras seeks to improve the environment, public realm and connectivity in the area, to create a positive environment for investment which is ultimately self-sustaining; building on opportunities to target innovation, knowledge and creative sectors, linking to established assets in the area and adjoining areas.

## Programme and Project Business Case Development



### PROGRAMME BUSINESS CASE

During 2020/21, the Programme Management Office (PMO) completed its annual refresh of the Strategic Outline Programme Business Case (PBC) for the City Deal. The PBC sets out the refreshed strategic, economic, financial, commercial and management cases for the City Deal Programme.

In order to support the refreshing of the strategic case, the Intelligence Hub undertook its annual refresh of the assessment of the Region's performance across more than 100 socio-economic indicators to identify the Region's inclusive growth priorities, and its strengths and weaknesses in light of emerging opportunities and threats, including Covid 19. The PBC management case includes all of the 21 infrastructure projects' key milestone dates, including intended business case submission and approval dates, and subsequent construction start and end dates.

### PROGRAMME COVID RECOVERY PLANNING

Throughout 2020/21, projects were impacted by a number of Covid-related risks and issues including:

- closure of live construction sites;
- delays to project design stage as a result of changed working practices, including for example furloughing of technical staff;
- 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 (for example, utilities work, gaining approvals/licences); and
- delays to procurement process and difficulties securing competitive bids.

Throughout 2020/21, the PMO worked alongside the Member Authorities' Lead Officers to develop a Programme-wide recovery plan which sought to address/mitigate the impacts of the above challenges. This approach saw a large number of projects restate their key project milestones to take account of project delays resulting from Covid-19.

### BUSINESS CASE APPROVALS

In 2017 a new approach to the approval of business cases came into effect. Under the revised approach, all Strategic and Outline Business Cases (SBCs and OBCs) would now be considered/approved by Cabinet, with Cabinet delegating approval of Full Business Cases (FBCs) to the Chief Executives' Group (CEG), provided the PMO and the CEG are satisfied that the FBC does not represent a substantial change from the approved OBC. For FBCs with a value of £4.5 million and under, where there has been none, or only minor change since OBC, delegated authority has been given to the Director of Regional Economic Growth to approve these.

Throughout 2020/21, the PMO appraised three business cases, including a number of previously approved Outline Business Cases which had been augmented to include more information on how their economic impacts would be generated – known as Augmented Outline Business Case. Each of these business cases were subsequently approved. Details of approvals in the period are shown in the table below.

### Business cases approved April 2020 – 31 March 2021

Member Authority	Main Project	Sub Project	Business Case	Approval Date*
<b>INFRASTRUCTURE</b>				
Glasgow	Clyde Waterfront West End Innovation Quarter	Access and Integrity of Waterfront – Tradeston	FBC	28 January 2021
North Lanarkshire	Pan Lanarkshire Orbital Transport Corridor	Ravenscraig Infrastructure Access	OBC	6 October 2020
Renfrewshire	Clyde Waterfront and Renfrew Riverside		FBC	25 February 2021



## Infrastructure



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

### Value: £1.13 billion

#### Progress at 31 March 2021: £262.8 million spend to date

#### 21 projects/sub projects completed to date

- |  |   |   |
|--|---|---|
| ● Cathkin Relief Road  | ● Sauchiehall Street West Phase 1   | ● Woodhead Primary School Extension             |
| ● Glenboig Link Road   | ● Intelligent Street Lighting   | ● Highstonehall Road Upgrade Works              |
| ● Business Boost   | ● Hillington/Cardonald SWMP - Phase 1 Moss Heights/Halfway Community Park | ★ Woodfoot Road Transport Corridor Improvements |
| ● Lavern Works   |   |   |
| ★ Balgraystone Road  | ● Central Govan Action Plan Public Realm (including Active Travel South)  | ★ Indicates projects completed in the period.   |
| ● Calton Barras Action Plan Phase 1                          | ★ Ocean Terminal Marine Works   |   |
| ★ Meat Market Site Remediation                               | ● Westburn Roundabout   |   |
| ★ Calton Barras Junction Improvement                         | ● Newton Park and Ride  |   |
| ● Sighthill Remediation Contract 1                           | ● Newton Farm Primary School  |   |
| ● Sighthill: Cowlares Bridge; Port Dundas; and 100 Acre Hill |   |   |

#### Business cases approved in the period

- |   |   |  |
|---|---|--|
| ● CWWEIQ: Access and Integrity of Waterfront: Tradeston (FBC) | ● Pan Lanarkshire Orbital Transport Corridor: RIA (OBC) | ● Clyde Waterfront and Renfrew Riverside (FBC) |
|---|---|--|

£46.6 million expenditure in the period against grant funding of £95 million resulting in cumulative spend and grant of £262.8 million and £245 million respectively.

## CASE STUDY

### Glasgow City Region Metro



Following significant transport-related developments at all levels including the findings of Glasgow's **Connectivity Commission** - the Glasgow City Region Cabinet agreed last year to pause the development of the City Deal funded Airport Access Project, so that a Feasibility Study could be undertaken on an alternative City Region Metro solution. Plans to develop a Glasgow Metro were boosted further after proposals were then included as part of Transport Scotland's **Strategic Transport Review (STPR2) Phase 1** with a commitment to develop a Strategic Business Case by Autumn 2021.

Whilst a multi-disciplinary team at Glasgow City Council is leading on the development of the Feasibility Study, alongside representatives from the NHS and Glasgow Airport - the work is collaborative across the whole City Region. The Study acknowledges a multi-modal approach and is benefitting from ongoing and substantive engagement with key stakeholders to expedite discussions and promote understanding around the challenges and opportunities that an integrated metro-type transport system can offer, to progress improved connectivity and accessibility across the City Region.

This joined-up approach and close working arrangement with Regional partners and Transport Scotland is significantly supporting the progression of a Strategic Business Case for a Metro concept. Valuable additionality is also being developed across related themes through accelerated work packages that support an expansive and transformative 'Metro Plus' ambition, covering placemaking, housing, regeneration, land use and development, social inclusion, health and sustainability. This methodology seeks to harness the potential of transport infrastructure investment to deliver direct impacts across these wider themes and that underpin place transformation.

Outputs include the development of an economic narrative, the options for transport governance/operator model, and early stage evaluation of land value capture mechanisms. The South-West route corridor is also being examined as an example test route to help shape and inform how a Metro concept can be assessed as well as consider the impact against current transport challenges and future development opportunities, including key national initiatives such as Clyde Mission.

Reinforcing the collaborative and rounded approach, the Metro project team has also submitted a joint funding bid with Public Health Scotland for £350,000 from the Economies for Healthier Lives Programme fund to explore how capital investment projects could be adapted to reduce the risk of creating health inequalities, and to maximise positive health outcomes.

This early work around holistic themes is helping to build a framework against which the next detailed stage of a transformative Metro ambition can be appraised, and one that can contribute toward a strong, inclusive, competitive and outward-looking economy, sustaining growth and prosperity with every person and business reaching their full potential.



# Infrastructure



## COVID

Work to manage the impact and mitigations of the Covid pandemic on the City Deal programme continued to remain a key focus.

Impacts included construction site closures, changes to working practices affecting pace of work or numbers on site, procurement delays, difficulties in securing goods/services and third-party programmes slippages.

The updated Infrastructure Programme Plan, signed off by Cabinet in December 2020, sets out a revised delivery schedule as a result of delays and unprecedented challenges presented by the pandemic. With the evolving picture in relation to lockdowns and issues around material shortages and delays, the programme may be subject to future further change.

## PROGRESS

Despite these challenges, good progress continued.

Over **£1 million** of City Deal funding was approved for improvements at Tradeston - a key element of the overall CWWEIQ project in which £113.9 million is being invested to regenerate an area that extends along the river corridor from the city centre to Govan and northwards to the west-end. Work will support the continued regeneration of the Tradeston area which, despite its proximity to the city centre and the International Financial Services District, has suffered through de-industrialisation with the loss of much of its population and economic base. Barclays will host a new flagship campus on 470,000 square feet of office space here, part of an overall 3.7 hectare mixed use

development, bringing an additional 2,500 jobs to the Region and making the bank one of the city's biggest commercial employers. Work will improve place quality in the area including Tradeston Bridge, public realm and safety on key routes into it.

**The City Deal funding was matched by £1million funding from Barclays.** Work started in February 2021 and will complete in summer 2021.

The approval of Renfrewshire Council's Full Business Case for the **Clyde Waterfront and Renfrew Riverside project** in February 2021 released a further £76.7 million with work kicking off in July 2021 and due to complete in 2023. The project will deliver a new road, pedestrian and cycle bridge over the River Clyde at Renfrew, with connections to roads, cycling and walking routes. A new waterfront area will connect communities to work, health education and leisure facilities and attract new jobs and developments to the riverside. It will also deliver better access for businesses and suppliers to Scotland's new base for advanced manufacturing, AMIDS. The development of AMIDS in Renfrewshire is progressing well. New bridges, roads, cycling and pedestrian routes are all under construction, the infrastructure underpinning the district being delivered as part of Renfrewshire Council's **Glasgow Airport Investment Area** project. Work is due to complete in October 2021.

Approval of the **Ravenscraig Infrastructure Access** (RIA) Outline Business Case is set to eventually release investment of £61.9 million matched by £65.3 million from North Lanarkshire Council over six years to create a transformational road and active travel network, improving connecting within the area, to and from Ravenscraig, the M8, M74, Motherwell and the wider Region.



**£21 million**

**Sustrans funding for Avenues Plus in Glasgow**



**£1 million**

**match funding from Barclays**



The RIA is one of a number of infrastructure projects the council is moving forward within the Ravenscraig site, and the improved access it will deliver will support and realise ambitions for the overall Ravenscraig site, in which £3.5 billion will be invested over the next ten years, bringing new homes, schools, businesses, jobs and leisure facilities.

Projects completed in the period include the **marine works** for Inverclyde's **Ocean Terminal project** which will eventually deliver a new landmark building to welcome cruise ship passengers on the banks of the Clyde at Greenock. The marine works provided a new berthing facility designed to accommodate 340-metre-long cruise ships and a pontoon which will allow cruise visitors to step straight from their ships into the new building. Work on the terminal building continues and is due to start in summer 2021.

East Renfrewshire Council's **Balgraystone Road** project also completed, supporting extensive new housing development in Barrhead South, a key ambition of the council's strategic development plans, and part of the wider M77 Strategic Corridor project. Two of Glasgow's Collegelands Calton Barras sub projects also completed improving accessibility to the city centre and remediating a key vacant site to attract new commercial and housing development to the area.

Glasgow's Avenues project was given a further boost in November 2020 with **£21 million of Sustrans** funding announced for the **Avenues Plus** project, which will complement and extend the existing programme of 17 streets to connect the city centre to further surrounding neighbourhood routes. The commercial deal on the Exxon site at West Dunbartonshire concluded in October 2020, a significant milestone for the £34 million City Deal

project, allowing plans to move forward on the site of the former oil terminal. Extensive remediation is already underway with plans to transform 150 hectares of derelict land in a key riverside location into a viable industrial and commercial development which will draw further investment and jobs to the area. The project also includes proposals for a new road which will greatly improve connectivity for people living, working or visiting the area.

All of the City Deal infrastructure projects are underway and 21 projects or sub projects have completed so far. Looking to future milestones, by the end of 2021, the new homes at Sighthill, a brand new city park and the spans for the iconic bridge over the M8 are all set to be in place.

## SPEND

In 2020/21, Member Authorities spent a total of £46.6 million on infrastructure projects, with grant funding provided of £95 million, resulting in spend to date of £262.8 million and cumulative grant funding of £245 million.

# Infrastructure Projects



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



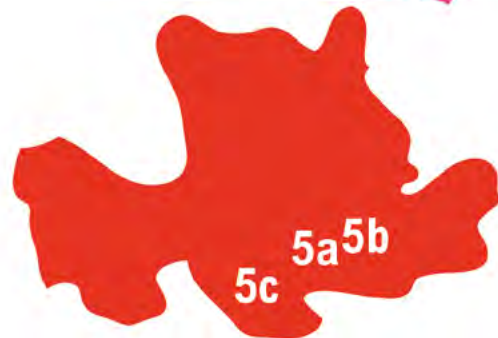
## Inverclyde

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



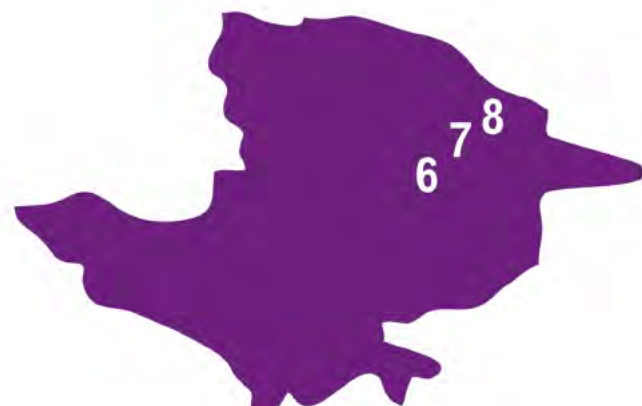
## West Dunbartonshire

4. **EXXON SITE DEVELOPMENT PROJECT**



## East Dunbartonshire

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

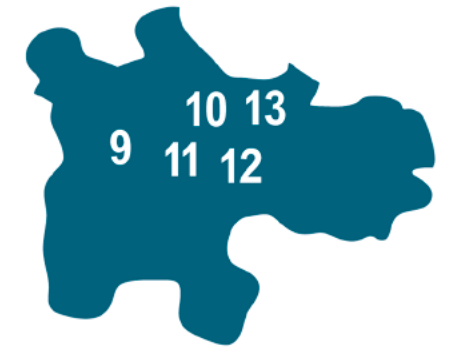


## Renfrewshire

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

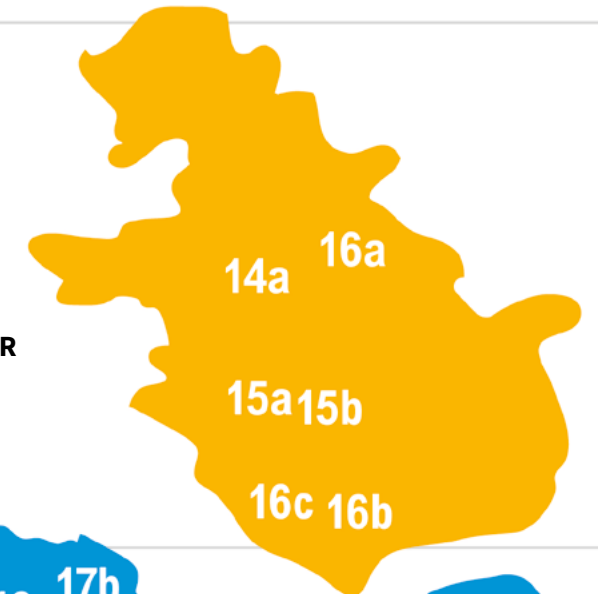
## Glasgow

9. **CLYDE WATERFRONT AND WEST END INNOVATION QUARTER (23 SUB PROJECTS)**
10. **CANAL AND NORTH GATEWAY (14 SUB PROJECTS)**
11. **CITY CENTRE ENABLING INFRASTRUCTURE INTEGRATED PUBLIC REALM (17 SUB PROJECTS)**
12. **COLLEGELANDS CALTON BARRAS (6 SUB PROJECTS)**
13. **METROPOLITAN GLASGOW STRATEGIC DRAINAGE PARTNERSHIP (7 SUB PROJECTS)**



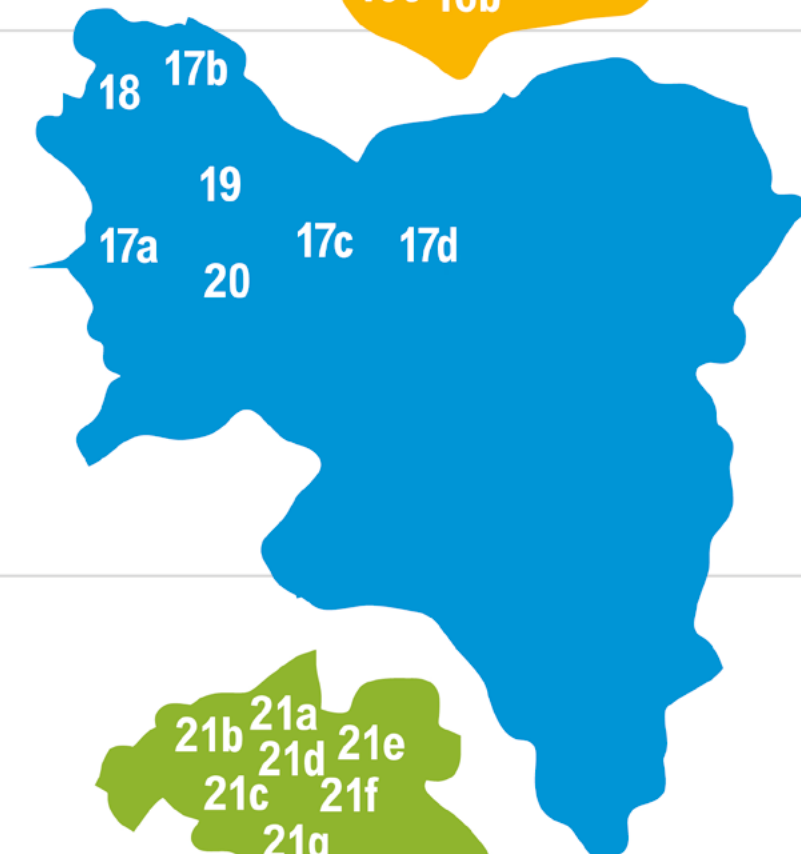
## North Lanarkshire

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



## South Lanarkshire

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



## East Renfrewshire

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





## CASE STUDY

## Transforming the Clyde waterfront



Spanning 184-metres across the River Clyde between Renfrew, Clydebank and Yoker, a new bridge will connect communities, transform the waterfront and provide a critical new route into Scotland's home for manufacturing innovation AMIDS.

Its concept design draws on the rich shipbuilding heritage of the Clyde and the twin-leaf opening road bridge will be an impressive feat of engineering, accommodating vehicles, pedestrians and cyclists, while opening for passing ships.

It forms the centre-piece of the **Clyde Waterfront and Renfrew Riverside** project, led by Renfrewshire Council and funded through the Glasgow City Region City Deal.

Civil engineering specialist GRAHAM has secured the construction contract, with the build beginning in earnest in early 2022.

#### RENFREWSHIRE COUNCIL LEADER IAIN NICOLSON EXPLAINS:

**"This is a hugely significant project for Renfrewshire, Glasgow City Region and indeed Scotland.**

**"We are excited by its potential in creating a vibrant attractive waterfront and connecting communities to their work, to hospitals and to education.**

**"It will accelerate economic recovery from the devastating impact of the Covid-19 pandemic by creating jobs, boosting opportunities for suppliers, and opening up access to development opportunities on both sides of the Clyde while ensuring the success of AMIDS, cementing Renfrewshire's position as the home of manufacturing innovation in Scotland."**

Economic estimates show the waterfront project will support around 700 jobs during construction and generate hundreds of subcontract and supplier opportunities.

It could lead to 1,400 permanent posts and 950 temporary construction roles from the resultant £230 million in private sector investment anticipated to be attracted to development sites on both sides of the Clyde over the coming years.

The project will create a new City Region connection into AMIDS, a collaborative project creating Scotland's home for manufacturing innovation.

Further Glasgow City Region City Deal funding enabled the underpinning infrastructure and construction which also well underway at the 52-hectare site on the **National Manufacturing Institute Scotland** and the **Medicines Manufacturing Innovation Centre**.

#### JOHN REID, CHIEF EXECUTIVE OFFICER OF THE NATIONAL MANUFACTURING INSTITUTE SCOTLAND GROUP, SAID:

**"The development of AMIDS and the ongoing investment in vital transport infrastructure is central to us transforming productivity levels of our manufacturing businesses, making them more competitive and boosting the skills of our current and future workforces."**

## CASE STUDY

## Ravenscraig Infrastructure Access



A key stage of the regeneration of Ravenscraig was reached in early 2021 with the submission of the formal planning application for the new road between Motherwell and the site.

The dual carriageway will run from a new roundabout at Airbles Road/Windmillhill Street to the Ravenscraig Regional Sports Facility, crossing under the West Coast Main Line railway line. Paths for pedestrians and cyclists will be created on both sides of the new road, with crossing points at key locations.

This is the first part of the £127.2 million Ravenscraig Infrastructure Access (RIA) project, which is being funded by North Lanarkshire Council and Glasgow City Region City Deal. In addition to creating new connections to Motherwell, the wider project will improve connections from Ravenscraig north to the M8 and south to the M74.

In the second phase of the RIA project, the dualling of Airbles Road will be completed, to improve traffic flow from the M74 through to Ravenscraig.

The RIA is, in turn, a key component of the Pan Lanarkshire Orbital Route which will create a transformational road and infrastructure travel spine through North Lanarkshire from the M74 to the M8.

Subject to planning approval, work is expected to start with preparatory and off-line construction works for the new road-under rail crossing beginning in spring 2022 ahead of the bridge structure being moved into place during a track closure in early 2023. Construction of the new dual carriageway from Ravenscraig Regional Sports Facility to Motherwell and the junction at

Airbles Road/Windmillhill Street will follow, commencing in 2023 with works to dual the A723 from Ravenscraig to the M8 at Holytown and to complete the dualling of Airbles Road are anticipated to commence in 2024.

Within the Ravenscraig site itself, the RIA is one of a number of infrastructure projects the council is working to deliver, including a new public park which is due to open in summer 2021. It will include a play area, sensory garden, visitor hub with a disabled toilet and a cafe, a network of walking and cycling routes, multi sports pitch, outdoor gym and a feature path along the line of the historic steel strip mill.

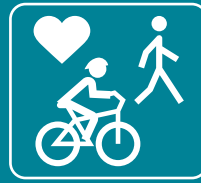
The council is also working with Sustrans and Ravenscraig Ltd on plans for new cycling and walking paths between the site and neighbouring communities and to expand the local active travel network. It is proposed the paths will have lighting, seating, landscaping with wildflower areas and woodland planting and play features.

Supported by the commitment made by the council under City Deal to the strategic infrastructure, Ravenscraig Ltd are continuing development and are currently on site constructing a new employment spine road. The road and utility infrastructure, due for completion later this year, will provide road access and infrastructure releasing around 30 acres of land for employment use.



## CASE STUDY

## Holland Street Avenue



Approximately £115 million is being invested in Glasgow city centre to deliver the Avenues programme, which is transforming the city centre's streetscape and public realm - making it more people-friendly, more attractive, sustainable and economically competitive.

Design and construction work is being phased over the period 2018 to 2028. Construction work began with the Sauchiehall Street pilot Avenue in 2018 and was completed in 2019.

A good example of how the Avenues programme is responding to changes within the area is the Holland Street Avenue, with work beginning in Autumn 2022.

This project will feature an avenue of trees along the street's western side, and wider footways throughout to create a more attractive environment for pedestrians, residents and visitors. Some on-street parking will be retained, and soft landscaping will incorporate drainage as well as featuring raingardens to slow the flow of surface water in to the combined sewer networks.

This city centre district is undergoing significant change: the former Strathclyde Police headquarters building at Pitt Street has been demolished and the site is now being redeveloped for a landmark housing and retail development; and developers are finalising a long-term lease of the former High School site with a view to a building conversion there - for a hotel and events space. The Avenues team engaged with the groups working on these schemes to ensure the Holland Street Avenue will

maximise benefits for these projects and the people who will live, work and visit there.

The project is being supported by £437,500 in developer contributions. The funding will see £350,000 made available for capital work, with the remaining £87,500 to support maintenance over a 10-year period.

The developer contributions came from private developments at York Street/James Watt Street and Robertson Street/York Street. Thanks to these contributions, an equivalent value already allocated to this Avenue by the Glasgow City Region City Deal will now be allocated to a two-way segregated cycleway on Pitt Street which will provide a north-south cycle connection to Waterloo Street, increasing that project's quality.

## CASE STUDY

## Motherwell transport hub



North Lanarkshire Council, Scotrail, Strathclyde Partnership for Transport (SPT), and Transport Scotland are working in partnership to create a gateway to Glasgow City Region at Motherwell Rail Station.

This project will improve transport links at the station and help to increase the role of the station as a key transport hub in the future.

Scotrail's work at the station started in 2020, and will deliver:

- an enhanced station forecourt and building with glazed roof and brighter, larger concourse
- improved ticket retailing facilities
- enhanced retail environment with food and drink offering, and
- refurbished customer toilets and waiting facilities.

The second phase of the project involves the council making improvements to the station forecourt and creating a bus, train and cycle interchange on Muir Street.

It will include an expanded bus facility, new station access road, car drop-off area and disabled parking, and improved facilities for taxis and pedestrian and cycle access.

As well as the improved facilities, the project has wider objectives of reducing traffic congestion in Motherwell town centre, improving the local environment and improving accessibility to public transport.

The planning application for the project was submitted in 2020, with work expected to begin in winter 2021 and be complete by summer 2022.

This project links to the council's other Glasgow City Region City Deal projects which will deliver new roads across North Lanarkshire, bringing new business and jobs to the area, opening up links with the rest of the Scotland and the UK, and giving a significant boost to the local economy.

The Pan Lanarkshire Orbital Route, which includes a future East Airdrie Link Road and Ravenscraig Infrastructure Access project, will create a transformational road and active travel spine connecting Cumbernauld, Airdrie, Ravenscraig and the M74.



## Innovation and Business Growth



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

**Value: £1.012 million**

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

**Progress at 31 March 2021:**

11,000 square feet of recovered commercial floor space

201 jobs created in high potential start-ups

£26.2 million private investment raised

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

**Value: £1.67 million**

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

**Progress at 31 March 2021:**

3,015 square feet of recovered office floor space

530 jobs generated

51 businesses supported

£54.2 million of gross turnover of supported companies

**Imaging Centre of Excellence (ICE):** The University of Glasgow led facility provides ground-breaking medical research and commercialisation facilities for clinical researchers, and companies developing new products in the life sciences sector.

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

**Status:** Opened March 2017.

**Progress at 31 March 2021:**

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

£53.8 million of major strategic grants have been secured by ICE to date, including from the UKRI Strength in Places fund to establish a 'Living Laboratory' that will translate cutting-edge science and innovation into a real world clinical setting

Over £6 million of research income was secured through ICE in 2020/21

## Medicity Scotland



The facility brings together academics, entrepreneurs, clinicians and business support services to assist the development of new healthcare services and medical technology.

Over 11,000 square feet of office space and incubation workspace has been created through the refurbishment of a vacant building at the BioCity campus.

Capital works for the project were completed in October 2015 and the site was officially launched on 17 March 2016.

By March 2021, 70 companies have been supported by the project, over 200 new jobs have been created, 26 new projects or services have been launched into the MedTech, healthcare or wellbeing market and nearly £26.2 million of private investment has been raised by companies based at the facility.



**11,000**

square feet of recovered  
commercial floor space



**>200**

new jobs created



**£26.2 million**

private investment  
raised



## Tontine



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

Capital works for Tontine completed in March 2016, with the project then moving to delivery of outputs and outcomes. A Business Adviser is based on-site to co-ordinate business support.

Like many businesses UK-wide, Tontine has been severely impacted by the Covid pandemic and was forced to close in March 2020, with membership fees frozen and the facility yet to re-open.

Engagement with the wider Glasgow City Innovation District partners continues in relation to supporting recovery efforts within the district, and most members have indicated a desire to return to Tontine, once safe to do so.

In the period in the run up to March 2020, Tontine continued to progress well against City Deal milestones, with 27 businesses occupying space in the facility.



51

supported businesses  
to date



530

new jobs created  
to date



£54.2 million

of gross turnover of  
supported companies

## CASE STUDY

## Two Rivers Media



Glasgow's film and TV production sector has received a number of major boosts in recent years, with the announcement earlier this year of £11.9 million funding for a major new film and TV studio at the Kelvin Hall and the opening of Channel 4's new Creative Hub in 2019 in the Garment Factory in Glasgow's Merchant City.

Continued Alan:

**"The pandemic has hit the TV production sector pretty badly. Even when we were allowed to resume filming, social distancing rules have meant everything takes longer and costs more, roughly 15-25% more. However, we are hopeful that the worst is behind us, and that we can gear up again to pre-pandemic levels by the autumn. The pandemic has pushed our plans back some 12 to 18 months. But we are confident we can resume our growth."**

Two Rivers Media is a fast-growing independent production company based at Tontine in Glasgow's Merchant City. Short-listed for the 2021 UK Broadcast Awards in the Emerging Indie of the Year category, Two Rivers works across the Scottish, UK and international markets.

#### MANAGING DIRECTOR, ALAN CLEMENTS SAID:

**"Tontine has been a brilliant base for Two Rivers Media, centrally located with great transport links and great cafes nearby. We started with just two desks and grew rapidly to having our own bespoke unit. Throughout that rapid expansion, the Tontine's management were incredibly helpful and flexible in supporting our growth, especially as we were such heavy users of the shared public spaces. Ewan and his team have taken a great interest in our programmes and we, in turn, have enjoyed meeting the other tenants, one of whom went on to design our office space. We can't wait to get back to the office."**





## CASE STUDY

## GRID in action - COVID response – Lighthouse Lab



The Glasgow Riverside Innovation District (GRID) is led by the University of Glasgow, in partnership with Scottish Enterprise and Glasgow City Council, working closely with NHS, business and community organisations. Developments along the Clyde, where some of Scotland's key business, cultural and medical assets are concentrated, combined with the research strengths of the University, create opportunities to drive forward the inclusive economic growth agenda.

GRID aims to regenerate the waterfront that will bring significant private sector investment; unlock the economic potential of vacant and derelict sites close to Queen Elizabeth University Hospital; create an estimated 4,000 new jobs; and build a cluster of innovative life science companies.

Govan has suffered from massive deindustrialisation over the last 50 years but hosts ambitious and resourceful community networks. The five-year strategy for GRID has been developed in collaboration with the community and contains a shared vision which will transform the prospects for people and businesses.

Glasgow's Lighthouse Laboratory testing facility, one of the largest in the UK, was only possible because of the concentration of expertise and facilities in GRID. Building on City Deal investment in the Imaging Centre of Excellence and Precision Medicine, the laboratory has processed over 14 million tests from across the UK, a phenomenal achievement in supporting the country's Covid-19 testing effort.

**Dr Carol Clugston, Director of the Glasgow Lighthouse Lab and Dean of Corporate Engagement and Innovation in the University's College of Medical, Veterinary and Life Sciences, explained:**

**"Through our close partnerships with industry and the NHS, we are now running the largest diagnostic facility in Scotland. We have already created 700 high value jobs in Govan, including entry-level jobs, and are working with the FE sector and Skills Development Scotland to upskill local people. This will provide a valuable pipeline of industry-trained local people who will be highly employable as we attract more companies to the rapidly growing life sciences cluster in Govan."**

## Imaging Centre of Excellence (ICE)



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

The purpose-built ICE opened in March 2017 and accommodates the first 7 Tesla MRI scanner situated within a clinical setting in the UK, the centrepiece of this investment.

The mission of ICE is to create an international centre of excellence that embodies the "triple helix" approach to economic development, with industry, academia, and the NHS working closely together. This mission to create and develop commercial, clinical, and scientific opportunities in hand with economic development activity results ultimately in healthcare benefits for people. These goals were supported and enabled

by the design of the ICE building itself - a mix of dedicated industry innovation space, academic and NHS staff facilities and state-of-the-art imaging technology. The investment in ICE enabled the University to create an integrated Clinical Innovation Zone for industry, which was recognised by the UK Science Parks Association (UKSPA) with its 'Setting the Pace' award in 2019.

Since its opening, significant progress continues to be made at ICE, even in the past year throughout the Covid pandemic.

The following sets out key progress.



## A TRANSLATIONAL CENTRE OF EXCELLENCE IN IMAGING

From 2017/20, research income gained by ICE-associated researchers has tripled to over £6.5 million per annum. The building is now at over 80% occupancy and has attracted 15 new tenants. Over 8,000 research and clinical CT and MRI scans have been delivered, contributing to over 460 published research papers. The scanner technology has also been used for patients across the Region and beyond, providing detailed high-quality imaging for diagnostics, for example, in relation to stroke and cancer.

## A KEY ROLE AS THE UK'S LARGEST COVID-19 LIGHTHOUSE LABORATORY

ICE played a critical role in supporting the local and national response to the Covid pandemic. As a key base for expertise in precision medicine, key personnel and resources from ICE were instrumental in manning the largest diagnostic Covid testing centre in the UK - the Glasgow Lighthouse Lab. This was set up by the University of Glasgow and industry partners from scratch in March 2020 and has operated continuously in Glasgow throughout the pandemic supporting over 700 new, mainly entry-level jobs in the life sciences sector in Glasgow.

## THE LIVING LABORATORY

Supported by £38 million through UKRI Strength in Places Fund and officially launched in October 2020, this major new £90 million programme builds upon the existing triple helix to deliver an internationally significant precision medicine industry cluster in Glasgow.

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

The Living Laboratory, integrated within the Queen Elizabeth University Hospital, will deliver a series of ambitious exemplar projects to actively accelerate the translation of cutting-edge science and healthcare innovation into routine clinical practice, which will improve health outcomes, drive economic development in Glasgow, and deliver savings for the NHS.

More than a dozen public and private partners are involved in the project. Alongside the UKRI Strength in Places funding, the Living Laboratory will be



supported by more than £22 million from industry partners and infrastructure investment of £27.5 million through the City Deal.

Once fully operational, with the largest UKRI Strength in Places Fund grant awarded in the UK, the Living Laboratory will have a transformative impact on the local area, including:

### Economic Benefits:

- Major improvements to the built infrastructure within the Clyde Waterfront Innovation Campus as part of GRID.
- Attracting new business, industry and further investment, generating immediate productivity growth, with a target of 446 high-value jobs and GVA £136 million.

### Healthcare Benefits:

- Delivery of new clinical trials and accelerating the adoption of healthcare innovation into clinical practice will see significant patient benefit and improved health outcomes.
- Supporting the NHS through healthcare cost avoidance and reduced hospital admissions from adverse events.

### Community Benefits:

- Significant job creation and new skills development opportunities for the local area.
- Opportunity to educate and engage with the community alongside partners, Glasgow Science Centre.

### Support Industry and Innovation:

- Expanding the life sciences industry in Govan, growing space for new business and strong co-sector partnership.

Three of these projects, set out on the opposite page, are based at ICE and will build and expand upon the expertise there to support research excellence, clinical deployment and business growth in advanced imaging for precision medicine.



## ADVANCED IMAGING – COIL DEVELOPMENT

This Living Laboratory project will develop specialised technology to expand the clinical use of seven Tesla (7T) MRI scanners. The collaboration between Glasgow-based company MR CoilTech, MRI manufacturer Siemens Healthineers, researchers from the University of Glasgow and NHS clinicians will design, test and manufacture specialised coil devices to improve the quality of images produced by 7T MRI.

University of Glasgow researcher, Dr Shajan Gunamony and founder of MR CoilTech, which joined ICE in 2017, has been successful in securing grants to the value of £1.5 million from Innovate UK (£675,000), Wellcome Trust (£317,000) and as a collaborator on the EU Horizon 2020 programme (£400,000). Through MR CoilTech's expertise and the triple helix approach, this project will establish a dedicated path to market for high-value coil manufacturing and facilitate the adoption of ultra-high field MRI into clinical use.

## ADVANCED IMAGE – IMAGE ANALYSIS

Establishing an advanced image analysis facility that will centralise Scotland's existing image analysis skills and services within the specialised infrastructure at the **Imaging Centre of Excellence (ICE)**. This project will build on and support the cutting-edge innovations continually being developed within **SINAPSE**, (Scottish Imaging Network: A Platform for Scientific Excellence), a Scotland-wide initiative for medical imaging research. This project will bring developments from imaging researchers directly to routine clinical practice with the intention to retain high-value image analysis services and jobs in Scotland, driving further economic development in Govan and Glasgow.

## ADVANCED IMAGING – RADIOGENOMICS

This project will see collaboration between **Canon Medical Research Europe**, researchers from the University of Glasgow and NHS clinicians to develop new artificial intelligence (AI) techniques that will enhance the diagnostic information available from medical images obtained from scanning methods such as MRI, x-ray, and ultrasound, helping to better inform clinical decisions.

This project aims to reduce barriers to testing radiogenomics in a clinical setting which will support and encourage the growth of companies developing new AI techniques for advanced image analysis, delivering economic benefits to Govan and Glasgow through increased investment and job



## Finance



The following provides a summary of the financial position for the period 1 April 2020 to 31 March 2021.

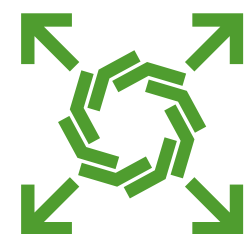
The Finance Strategy Group, made up of the Member Authority Finance Directors, monitors financial progress and reviews financial risks. Our main financial risks, as reflected in the risk register, remained largely unchanged over the year. These include meeting forecasted spending profiles, ensuring implementation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

The City Deal Programme is funded over a 20 year period.

### EXPECTED SPEND 2020/21 VERSUS BUSINESS CASE APPROVALS BY PROJECT/MEMBER AUTHORITY

The table on page 41 shows the Infrastructure project funding costs. The actual spend for 2020/21 was £46.6 million. Funding approved through the Business Cases approval process represents a total cumulative spend of £430 million. Actual spend for City Deal projects is summarised for each Member Authority.

Two columns summarise grant allocation. The first shows grant allocations for 2020/21 and the second provides the cumulative grant position over the first five years of the Programme. The total £95 million grant allocation was distributed to Member Authorities as per the grant allocation model. Cumulative spend to the end of 2020/21 over the first five financial years of the Programme is £262.8 million against £245 million cumulative grant.



**£95 million**

total grant allocation was  
distributed to Member Authorities  
in 2020/21



**£262.8 million**

cumulative spend to the end of  
2020/21 over the first six financial  
years of the Programme

### City Deal Infrastructure Financial Monitoring Actual Spend versus Business Case Approvals by Project as at 31 March 2021

Infrastructure Authority/Project	Estimated Project Funding £	Actual Spend 2020/21 £	Cumulative to Date Actual Spend £	Funding allowed through Business Case Stage Approvals £	Grant Allocation 2020/21 £	Cumulative Grant Allocation £	Cumulative grant/ cumulative projected spend
East Dunbartonshire - Place and Growth	34,880,000	109,161	109,161	700,000			
<b>Total East Dunbartonshire</b>	<b>34,880,000</b>	<b>109,161</b>	<b>109,161</b>	<b>700,000</b>	<b>55,000</b>	<b>55,000</b>	<b>50%</b>
East Renfrewshire M77 Strategic Corridor	44,000,000	1,796,789	13,075,949	11,612,480			
<b>Total East Renfrewshire</b>	<b>44,000,000</b>	<b>1,796,789</b>	<b>13,075,949</b>	<b>11,612,480</b>	<b>4,785,000</b>	<b>12,688,000</b>	<b>98%</b>
Glasgow Canal and North (Sighthill)	73,390,000	10,158,126	66,685,797	83,393,000			
Glasgow Canal and North	15,900,000	195,525	7,130,854	-			
Glasgow City Centre	115,520,000	2,060,312	14,768,619	24,171,000			
Glasgow Clyde and Waterfront	113,900,000	2,572,095	9,336,746	10,055,000			
Glasgow Collegelands	27,000,000	1,459,420	6,902,338	6,488,000			
Glasgow MGSDP	40,200,000	9,140,858	26,370,164	33,690,000			
<b>Total Glasgow</b>	<b>385,910,000</b>	<b>25,586,336</b>	<b>131,194,518</b>	<b>157,797,000</b>	<b>47,785,000</b>	<b>121,113,000</b>	<b>92%</b>
Inchgreen	9,427,000	25,069	53,669	150,000			
Inverkip	3,250,000	-	18,000	260,000			
Ocean Terminal	14,137,000	340,460	4,739,532	9,693,000			
<b>Total Inverclyde</b>	<b>26,814,000</b>	<b>365,529</b>	<b>4,811,201</b>	<b>10,103,000</b>	<b>1,782,000</b>	<b>4,781,000</b>	<b>99%</b>
North Lanarkshire A8/M8	6,634,316	62,706	325,498	4,484,000			
North Lanarkshire Gartcosh/Glenboig	6,223,205	345,030	6,024,611	7,317,204			
North Lanarkshire Pan Orbital Transport Corridor	159,605,479	2,322,290	4,640,179	14,136,000			
<b>Total North Lanarkshire</b>	<b>172,463,000</b>	<b>2,730,026</b>	<b>10,990,288</b>	<b>25,937,204</b>	<b>3,390,000</b>	<b>9,771,000</b>	<b>87%</b>
Renfrewshire CWRR	90,636,000	597,283	15,669,717	90,636,000			
Renfrewshire GAIA	39,049,000	7,453,819	29,306,960	39,049,000			
<b>Total Renfrewshire</b>	<b>129,685,000</b>	<b>8,051,102</b>	<b>44,976,677</b>	<b>129,685,000</b>	<b>18,194,000</b>	<b>42,329,000</b>	<b>94%</b>
South Lanarkshire Cathkin Relief Road	19,028,457	91,604	14,671,179	21,628,000			
South Lanarkshire Council Community Growth Areas	62,300,000	633,112	15,450,073	21,080,000			
South Lanarkshire Greenhills	25,688,011	6,465,804	22,020,298	25,688,011			
South Lanarkshire Stewartfield Way	62,212,230	41,305	334,452	1,205,500			
<b>Total South Lanarkshire</b>	<b>169,228,698</b>	<b>7,231,825</b>	<b>52,476,092</b>	<b>69,601,511</b>	<b>18,110,000</b>	<b>49,202,000</b>	<b>94%</b>
West Dunbartonshire - EXXON	27,897,000	721,425	2,236,238	9,601,000	899,000	2,127,000	95%
Airport Link	144,294,000	-	2,933,025	15,149,000	-	2,934,000	100%
<b>TOTAL INFRASTRUCTURE</b>	<b>1,135,171,698</b>	<b>45,692,193</b>	<b>262,803,149</b>	<b>430,186,195</b>	<b>95,000,000</b>	<b>245,000,000</b>	<b>93%</b>

INFRASTRUCTURE PROJECT FUNDING AND EXPECTED SPEND VERSUS GRANT DRAWDOWNS

The table below shows the actual claims for 2020/21 of £46.6 million compared with the grant drawdowns received of £95 million in 2020/21.

City Deal Infrastructure Financial Monitoring Project Funding and Actual Spend versus Grants Drawdowns as at 31 March 2021

Infrastructure Authority/Project	Revised Project Funding £	Grant Allocation 2020/21 £	Grant Allocation Cumulative to 2020/21 £	Total Claim 2020/21 £	Cumulative Claim to date £
East Dunbartonshire - Place and Growth	34,880,000	55,000	55,000	109,161	109,161
<b>Total East Dunbartonshire</b>	<b>44,000,000</b>	<b>55,000</b>	<b>55,000</b>	<b>109,161</b>	<b>109,161</b>
East Renfrewshire M77 Strategic Corridor	44,000,000	4,785,000	12,688,000	1,796,789	12,526,398
<b>Total East Renfrewshire</b>	<b>44,000,000</b>	<b>4,785,000</b>	<b>12,688,000</b>	<b>1,796,789</b>	<b>12,526,398</b>
Glasgow Canal and North	89,290,000			10,353,651	73,817,992
Glasgow City Centre	115,520,000			2,060,312	14,769,322
Glasgow Clyde and Waterfront	113,900,000			2,572,095	9,337,366
Glasgow Collegelands	27,000,000			1,459,420	6,902,469
Glasgow MGSDP	40,200,000			9,140,858	26,370,313
<b>Total Glasgow</b>	<b>385,910,000</b>	<b>47,785,000</b>	<b>121,113,000</b>	<b>25,586,336</b>	<b>131,197,462</b>
Inchgreen	9,427,000			25,069	53,699
Inverkip	3,250,000				18,000
Ocean Terminal	14,137,000			340,460	4,739,702
<b>Total Inverclyde</b>	<b>26,814,000</b>	<b>1,782,000</b>	<b>4,781,000</b>	<b>365,529</b>	<b>4,811,371</b>
North Lanarkshire A8/M8	6,634,316			62,706	325,499
North Lanarkshire Gartcosh/Glenboig	6,223,205			345,030	6,024,612
North Lanarkshire Pan Orbital Transport Corridor	159,605,479			2,322,290	4,640,179
<b>Total North Lanarkshire</b>	<b>172,463,000</b>	<b>3,390,000</b>	<b>9,771,000</b>	<b>2,730,026</b>	<b>10,990,290</b>
Renfrewshire CVRR	90,636,000			597,283	15,669,698
Renfrewshire GAIA	39,049,000			7,453,819	29,306,277
<b>Total Renfrewshire</b>	<b>129,685,000</b>	<b>18,194,000</b>	<b>42,329,000</b>	<b>8,051,102</b>	<b>44,975,975</b>
South Lanarkshire Cathkin Relief Road	19,028,457			91,604	14,676,179
South Lanarkshire Community Growth Areas	62,300,000			633,112	15,450,073
South Lanarkshire Greenhills	25,688,011			6,465,804	22,020,298
South Lanarkshire Stewartfield Way	62,212,230			41,305	334,542
<b>Total South Lanarkshire</b>	<b>169,228,698</b>	<b>18,110,000</b>	<b>49,202,000</b>	<b>7,231,825</b>	<b>52,481,092</b>
West Dunbartonshire - EXXON	27,897,000	899,000	2,127,000	721,425	2,241,960
<b>Total West Dunbartonshire</b>	<b>27,897,000</b>	<b>899,000</b>	<b>2,127,000</b>	<b>721,425</b>	<b>2,241,960</b>
Airport Access Project (Regional project)	144,294,000	-	2,934,000	-	2,933,550
<b>TOTAL INFRASTRUCTURE</b>	<b>1,135,171,698</b>	<b>95,000,000</b>	<b>245,000,000</b>	<b>46,592,193</b>	<b>262,267,259</b>

SKILLS AND EMPLOYMENT FINANCIAL MONITORING

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

The Working Matters Successor Project continued throughout 2020/21. The table below shows spending for the Successor Project.

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

Working Matters Successor Programme Member Authority	Actual Spend 2020/21 £
East Dunbartonshire	1,273
East Renfrewshire	-
Glasgow	50,098
Inverclyde	2,122
North Lanarkshire	11,509
Renfrewshire	62,657
South Lanarkshire	24,073
West Dunbartonshire	18,104
ALL - Working Matters	8,284
<b>TOTAL WORKING MATTERS</b>	<b>178,120</b>

The table above gives the 2020/21 actual expenditure for the Successor Project. The actual spend of £178,120 in 2020/21 has been reported on the Statement of Grant Usage to the Department for Work and Pensions and results in a cumulative spend and grant claim of £4.5 million for the core Working Matters project, including the Successor Project element which ran during 2020/21.

INNOVATION AND BUSINESS GROWTH FINANCIAL MONITORING

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



PROGRAMME MANAGEMENT OFFICE (PMO) FINANCIAL PERFORMANCE

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

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

The PMO had an approved budget of £1,267,902 for the financial year 2020/21.

The actual expenditure for the PMO office was £1,215,630, representing an under-spend of £52,266 mainly due to savings in employee costs. The table below gives a detailed breakdown of the PMO budget.

Glasgow City Region: City Deal Programme Management Office Budget 2020/21 as at 31 March 2021

	Actual Costs to 31 March 2021 £	Revised Budget 2020/21 £	Budget Variance £
Salary Costs	911,707	1,013,920	-102,213
Supplies	295,329	245,572	49,757
Third Party Costs	8,600	8,410	190
Total PMO Projected Spend	1,215,636	1,289,002	76,393
TOTAL	1,284,983	1,267,902	-52,266
There is a £8,000 carry forward from previous years			

CASE STUDY

Glasgow City Deal and COP26



While the rationale for any Glasgow City Regional City Deal project is based on the economic, environmental and social benefits it will deliver, the forthcoming COP26 conference in the city later this year presents the opportunity to specifically highlight some of the environmental improvements that schemes will bring to the city and the City Region.

In Glasgow, perhaps the most obvious examples are the Avenues, the Metropolitan Glasgow Strategic Drainage Partnership (MGSDP) and the Smart Canal.

The Avenues - alongside the Sustrans-funded Avenues Plus programme - will deliver environmental benefits by encouraging active travel through the creation of a network (the biggest in the UK) of routes that make walking, wheeling, cycling and public transport more attractive between and around the city centre and surrounding neighbourhoods, and so emissions will be lowered. In turn, this will reduce pollution and improve air quality.

The introduction of SMART technology and nature-based solutions in the Avenues programme is also key to its environmental success: the introduction of trees, rain gardens and the replacement of over 3,400 streetlights with LEDs will further reduce emissions, improve our air quality and help tackle the impacts of climate change.

The MGSDP is delivering environmental benefits at 14 sites in Glasgow, increasing climate resilience by improving the quality of watercourses, creating new and enhanced greenspace that improve habitats and increased biodiversity and ecological potential. These projects support the delivery and expansion of integrated infrastructure such as active travel routes which help to encourage a shift away from the private car which in turn helps to reduce carbon emissions and improve air quality.

In a similar vein, Glasgow’s Smart Canal – a first such scheme in Europe – will use the 18th century canal and 21st century technology to reduce flood risk (which is increasing as a result of climate change) in North Glasgow. This will be done through a new digital surface water drainage system that uses advanced warning of heavy rainfall to trigger the lowering of water levels in the canal, enabling the drainage of excess surface water (up to 55,000 cubic metres) from local business and residential areas.

# Monitoring and Evaluation



## GATEWAY REVIEWS

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

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

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

In May 2020 the UK and Scottish Governments announced that Glasgow City Region had successfully passed the first Gateway Review, unlocking the next £250 million tranche of funding over the next five years.

Working with the eight member authorities the Programme Management Office is accelerating preparations for project evaluations for Gateway Review 2 in 2024/25. The Programme Management Office is in discussion with the UK Government and Scottish Governments to confirm the requirements and arrangements for Gateway Review 2 at the earliest opportunity.

## PROJECT OUTPUT QUARTERLY MONITORING

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

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

The project benefits delivered each quarter and the cumulative benefits delivered to date will be reported to the Chief Executives' Group and Cabinet, and shared with the UK Government and Scottish Government. The table on page 47 demonstrates benefits delivered until the end of March 2021.

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

Project Output Benefits	Estimated Total Project Benefits by 2035	Benefit Delivered to end of March 2021
Blue Green Infrastructure (square metres)	202,000	27,593
Properties with reduced flood risk	7,178	807
Public Realm created (hectares)	37	4
Public Realm Enhanced (hectares)	41	9.8
Land with reduced flood risk (hectares)	2,443	382
Carriageway with reduced flood risk (kilometres)	35	4
Cycle Routes created (kilometres)	61	8
Cycle Routes enhanced (kilometres)	4	1
Junctions (New)	6	3
Junctions (Improved)	108	14
Pedestrian Routes created (kilometres)	41	9
Pedestrian Routes enhanced (kilometres)	746	1
Road Bridges (New)	4	1
Road created (New) (kilometres)	25	4.30
Road enhanced (kilometres)	39	6.28
Park and Ride (new) (number of spaces)	155	155
Total Area reclaimed, (re)developed or assembled (hectares) as a result of the project	894	369
Total Area of Opportunity Sites (hectares)	622	198
Vacant and Derelict Land Brought Back into Use/Removed from SVDL Register (hectares)	155	14
Financial, Professional and Other Services [Class 2] (square metres)	40,412	1,860
Business [Class 4] (square metres)	497,062	4,902
General Industrial [Class 5] (square metres)	410,215	9,107
Non-residential Institutions [Class 10]	9,515	5,515
Number of New Residential Units	21,201	1,880
Number of New Private Housing Units	7,594	1,437
Number of New Affordable Housing Units	951	213



## Contracts and Community Benefits



Securing contractual community benefits through the delivery of our City Deal infrastructure investment is a key priority.

To date, a range of key benefits have been secured for businesses by the end of March 2021.

### CONTRACTS

- A total value of £244 million in Tier 1 contracts awarded;
- £66 million of this total value was awarded to Small and Medium Sized Enterprises (SME's), across 140 contracts;
- A combined contract value of over £116 million has been awarded to Glasgow City Region based businesses; and
- Contracts to the value of £35 million were awarded to SMEs based in Glasgow City Region.

### COMMUNITY BENEFITS

Through the awarding of these City Deal contracts, at the end of March 2021, a total of 1,214 community benefit opportunities were secured. These include:

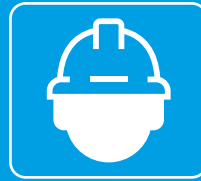
- 216 jobs and apprenticeships;
- 646 skills and training opportunities;
- 77 actions to support local businesses;
- 174 additional vocational training opportunities; and
- £93,000 of financial support for community projects.

Further details on community benefits are shown in the table opposite.

PROGRAMME TIER 1 CONTRACT AWARDS	OUTCOME ACTIVITY UP TO END MARCH 2021	
All Contract Awards	<b>£243 million</b> (across 413 contracts)	
Contracts Awarded to a GCR based company	<b>£116 million</b> (48% of total value of contracts awarded)	
Contracts Awarded to SMEs	<b>£66 million</b> (27% of total value of contracts awarded)	
Contracts awarded to GCR Based SMEs	<b>£35 million</b> (14% of total value of contracts awarded)	
COMMUNITY BENEFIT OUTCOMES	COMMITTED	DELIVERED TO DATE
New Entrants – City Deal Priority Groups	58	35
New Entrant Graduate - Full Time (from Priority Group)	25	61
New Entrants – Council Programme or Initiative	68	4
New Start - Apprentice (from Priority Group)	43	6
Apprentice - Transferred	22	108
<b>Targeted Recruitment and Employment (total)</b>	<b>216</b>	<b>154</b>
Work Experience Placement - Non School	92	47
Work Experience Placement - School	190	95
Work Experience Placement - Foundation Apprenticeship	3	3
Careers Event	128	85
Workplace Visit	158	121
School Mentoring or Enterprise Programme	38	11
MCR Pathways 1-2-1 Mentoring Programme	10	2
Taster Session - Delivery Partner Programme	15	5
Volunteering Opportunity - City Deal Priority Group	1	1
Training Programme	1	0
<b>Targeted Skills and Training (total)</b>	<b>636</b>	<b>370</b>
Supply Chain Briefing with SMEs	50	29
Business Mentoring for a SMEs	26	16
Business Mentoring with Social Enterprise	1	1
<b>Supply Chain Development (total)</b>	<b>77</b>	<b>46</b>
<b>Vocational Training Qualification</b>	<b>174</b>	<b>119</b>
<b>Non-Financial Support for a Community Project</b>	<b>111</b>	<b>77</b>
<b>Financial Support for a Community Project</b>	<b>£93,000</b>	<b>£82,000</b>

## CASE STUDY

## Wills Bros Civil Engineering Ltd



As part of the Community Benefits Plan for South Lanarkshire Council's Greenhills Road project, lead contractor Wills Bros Civil Engineering Ltd have provided new employment and training opportunities for young people.

The company have taken on graduate entrants, offered work experience placements, and hosted educational visits for schools and universities.

In September 2019, Wills Bros welcomed Lewis Newell on site for a 7-week work experience placement. Lewis first got in touch with Wills Bros through First Steps Future Training, a charity which is partially funded by Skills Development Scotland and the National Lottery to assist young people in training and work placement to find employment.

During his 7-week placement, Lewis spent time on site with Wills Bros' engineers to gain knowledge and experience as a labourer, assisting with and learning about aspects of engineering including draining and kerbing.

Following his work experience placement, the site foreman was so impressed with Lewis' work ethic and willingness to undertake tasks that he recommended Lewis to the Project Manager who offered him permanent employment with the company as a Labourer. After completion of his 7-week placement, Wills Bros welcomed Lewis to the team full-time at the Greenhills Road/A726 Strathaven Road Corridor Improvements project.

#### COMMENTING ON HIS EXPERIENCE AS PART OF THE PROJECT, LEWIS NEWELL SAID:

**"I'm really enjoying my time at Wills Bros, and I am delighted to get this opportunity to kick off my career in construction."**



## CASE STUDY

## Supporting local business and communities through Procurement



In May 2021 Glasgow City Region launched the latest City Deal contract pipeline which included over £150 million worth of tier one infrastructure contracts due to go to open tender in the next three years.

The pipeline was promoted widely to local businesses through a media and twitter campaign, in advance of the June Meet the Buyer business event which featured key note sessions by GCR on tendering for our contracts and Talking Tender workshops where businesses could learn more about specific upcoming City Deal contracts. Virtual exhibition stands were also hosted by the eight City Region councils where businesses could talk to procurement teams about City Deal projects and wider council capital investment programmes.

To date Regional companies have benefitted from over £116 million worth of City Deal contracts – evidence of the City Deal protecting the Region's jobs and businesses from the impacts of Covid-19.

A new Regional strategy for Sustainable Procurement and Community Benefits was also launched at the event. The intention is to bring on board other key Regional public sector partners as part of the collaborative approach and to also go beyond the City Deal to include the wider capital infrastructure procurement programmes of all eight councils in the Region. Work is already underway to map out an overall Capital Investment Plan which will show planned capital investment for public sector agencies across the whole City Region area for the next three years.

#### ON LAUNCHING THE NEW STRATEGY, COUNCILLOR SUSAN AITKEN, CHAIR OF THE GCR CABINET EXPLAINED:

**"We are determined that decisions we make in procurement will address inequalities and climate change, benefit local communities, and vitally provide opportunities for local businesses."**

**We have big asks too of businesses who win our contracts to support all of these ambitions; to work more closely with us to open up supply chains to support local SMEs; to deliver community benefits that really make a difference – that help local young people, communities and those that need it most; and to support work in climate change and reducing emissions."**

The latest pipeline has been reconfigured to provide advance details of upcoming contracts, the projects they relate to and importantly the means by which they will be procured. In hand with vital support from the Supplier Development Programme, this will provide local businesses with the key information they need to bid for contracts.



# Outlook: the year ahead and our key challenges



The period since March 2020 has been challenging for us all and no less for the Region’s economy and businesses.

However, we are committed to our **£1 billion City Deal infrastructure programme**. And work to review projects in light of Covid and to better understand issues around resource and supply of materials will stand us in good stead to weather the evolving situation.

The pandemic has presented challenges as well as opportunities, and we continue to build on and exceed the momentum of the past six years. We face the coming year with a team boosted in number and expertise, and with a clear understanding of the economic challenges and arising opportunities facing the Region, thanks to the Intelligence Hub and to closer engagement with our wider partnership.

City Deal funding is vital to protecting the Region’s jobs and businesses. Further **Regional Recovery funding of £675,00** from the Scottish Government will enable us to push forward 11 additional projects, including two important feasibility studies. One is for the Metro - a sustainable, integrated transport solution which could greatly improve access to jobs and build on our status as a global Region. The other is for the **Housing Energy Retrofit Programme** which could be five times the size of our City Deal. Outcomes from both will be revealed later this year and could change the Region forever. Funding bid outcomes for the phased Regional Bus Partnership, the Healthier Lives programme and partner councils’ submissions for UK government funding will also be known in the coming months.

The roll out of the vaccines is providing a more positive outlook and commentators are expecting the UK economy to grow faster than any time since the end of the second world war. As we redevelop the Regional Economic Strategy, we will focus on three Grand Challenges.

**Inclusive Economy** –delivering new opportunities for those hardest hit by the pandemic - younger people and the over 50’s in low paid jobs.

**Enhancing Productivity** – the latest data shows the Region had the largest productivity growth amongst comparator areas. We need to continue this growth, increase income levels and grow existing and new sectors that can benefit all.

**Climate Emergency** – changes required in our economy, and seizing opportunities, to address the Climate Emergency.

Our progress continues to generate regular media interest and we are committed to being more transparent, with a website refresh completed and reviews carried out on our governance and structures in the past year. We are also determined to demonstrate a stronger people-centred approach to local economic development. This will be evident in Community Wealth Building work underway such as in plans to support **inclusive** digital innovation through a new **Community Wealth Building Digital Lab**. And through our new procurement strategy, we will do more to support local companies to win contracts.

Upcoming City Deal milestones include the first residents moving to Sighthill’s new urban development in Glasgow, the completion of AMIDS’ enabling infrastructure and work starting at Greenock’s Ocean Terminal visitor centre. In November, when all eyes turn to Glasgow for COP26, we will showcase our sustainable ambitions with progress in the Climate Adaptation Strategy, the Clyde Climate Forest and a Green Investment Prospectus to launch shortly.

Our ambition is huge, political commitment is clear, foundations are well established. Our vision will be firmly imprinted in the new Regional Economic Strategy, launched later this year. We will continue to align discussions with government on strategic projects that have the potential to transform the physical, social and economic fabric of our Region for generations to come – including Clyde Mission, a Regional Metro, the Scottish Events Campus expansion, AMIDS and Ravenscraig.

An acceleration of funding and decisions on these by government partners will be central to a green recovery and provide a catalyst for economic transformation for the Region, Scotland and the UK.









**Kevin Rush**

Director of Regional Economic Growth

# Glasgow City Region: Economy at a glance



 <p><b>£47.3 billion</b> total GVA - 4th largest UK City Region outside of London</p>	 <p><b>72.2%</b> in employment - with rate remaining steady through Covid-19</p>
 <p><b>4.65%</b> unemployment rate rose by 0.6% in 2020, in line with the UK average</p>	 <p><b>+70,000</b> additional fibre broadband connections since 2020</p>
 <p><b>47.4%</b> proportion of working-age population educated to a degree-level</p>	 <p><b>1.8 million</b> total population – 33.8% of Scotland</p>