

2021/22

GLASGOW CITY REGION
ANNUAL PERFORMANCE REPORT

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Welcome



I'm delighted to introduce our latest Annual Performance Report for the period ending 31 March 2022. The report reflects on progress made in the City Deal and wider work underway across the Region to drive economic growth and resilience.

This is the seventh year of the Glasgow City Region City Deal and the establishment of our partnership. Our City Deal was the first to be established in Scotland and to benefit from funding from both the Scottish and UK Governments. And it continues to be one of the largest and most advanced of the UK City Deals.

In the past financial year, we continued to make good progress across our City Deal programme, despite operating in challenging conditions. A number of factors including the pandemic have resulted in increasing costs for materials, issues around the sourcing services and resources, all of which has impacted on procurement and delivery. This of course is a common theme across capital projects world-wide.

Progress continued at Sighthill in Glasgow with the iconic bridge over the M8 motorway now in position. Once opened this will dramatically improve connectivity to the north of the city and to the new neighbourhoods created minutes from the city centre. Site clearance works began on the first opening bridge across the Clyde as part of Renfrewshire's Clyde Waterfront and Renfrew Riverside project. And public engagement continued on the future design for George Square, part of the city's Avenues project. The Clyde Metro was included in the Scottish Government's Blueprint for Future Transport Investment - a major milestone for the project. And works began at Muir Street in Motherwell.

Procurement progressed for a number of major projects including the Partick – Govan bridge. In June 2021 Cabinet approved a new Sustainable Procurement and Community Benefit Strategy

for the Region, and we issued the latest contract pipeline with over £290 million of contract opportunities.

The past year has also witnessed a number of major milestones and successes for the partnership's wider economic plans and regeneration ambitions.

We launched the Clyde Climate Forest in June 2021 with plans to plant 18 million trees in the next ten years. We also issued the Region's first Climate Adaptation Strategy and unveiled a £30 billion Greenprint for Investment Prospectus. These all featured as part of a successful COP26 which was hosted in Glasgow in November.

In December, along with UK and Scottish Government Ministers we launched a new ambitious Economic Strategy for the Region.

The Region was selected as one of three pilot areas across the UK to share £100 million funding for a new innovation and research accelerator, part of the UK Government's Levelling Up plans. This will be taken forward as a Regional project and will be present a fantastic opportunity for us to build on progress made in recent years. Our business case for investment will be submitted in the summer of 2022.

We will also submit the Region's proposals in the summer to the UK Government Shared Prosperity Fund, a funding stream that will replace the EU Structural funding, for our share of £1.5 billion annual funding.

We look forward to another successful year, 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.

GLASGOW CITY REGION ECONOMIC STRATEGY

In December 2021 a new economic strategy was launched for Glasgow City Region. The strategy is set to have a profound impact on wider public sector policy, decision-making and spend over the next ten years for the local area of 1.8 million residents and 50,000 businesses.

The strategy sets the approach for how the Region will weather current and future key challenges – including the impact of Covid-19, the climate emergency, and unprecedented technological advances. The approach is a first in that it has been developed and endorsed not only by the Region’s eight councils, but by government and wider public sector agencies including Scottish Enterprise and Skills Development Scotland.

The strategy, developed by the Region’s Intelligence Hub, is the result of months of extensive research with input from partners across the councils, government agencies, local universities, the business and third sectors.

Three key Regional challenges are woven through the strategy:

- The imperative to address the **climate emergency**: This includes managing the risk of rising sea levels, flooding, coastal erosion and heatwaves; supporting businesses to address climate action to improve their efficiency, productivity and competitiveness; and ensuring the transition to net zero is fair and equitable.
- The need to **create a much more inclusive economy**. With the Region home to some of the most deprived communities in Scotland, actions need to tackle the underlying drivers such as rising underemployment, economic activity due to ill health and low employment rates for specific groups..
- The long-standing issue of **low productivity** has constrained the local economy. Actions will need to address growing the number of businesses per capital and business Research and Development spend, both of which need to increase.

A new vision sets out the partners’ commitment to address these challenges:

By 2030, Glasgow City Region will have the most Innovative, Inclusive and Resilient Economy in the UK.

In delivering the strategy, a series of programmes will be taken forward, some of which are already underway and some which require to be further developed. A number of exciting initiatives are anticipated in the coming months including proposals to establish a **Regional investment fund**; programmes for **Fair and Healthy Work**; **Green Business Support**; a **Green Demonstrator** for electric vehicle charging; a **Future Towns and City initiative**; and finally a **Foundational Economy pilot**.

Work will now take place by the City Region to develop a detailed action plan which will assign ownership of actions, with indicative costs, and framework for monitoring and evaluation.

FIRST PHASE PROGRAMMES

EXISTING (3)	EMERGING (7)
P1. City Deal	P6. Future Skills Programme
P2. Innovation Districts	P7. Foundational Economy Pilot
P3. Clyde Mission	P8. Fair and Healthy Work
IN DEVELOPMENT (2)	P9. Green Business Support
P4. Metro	P10. Green Demonstrator
P5. Retrofit	P11. City and Town Centres
	P12. Vacant and Derelict Land

PEOPLE

In September 2021, Glasgow City Region refreshed the Delivery Plan for our ambitious Regional Skills Investment Plan (RSIP), reflecting on our response to the pandemic and with progress reported regularly through the Skills and Employment Portfolio Group.

Work has continued across the City Region to develop our shared approach to Community Wealth Building (CWB). This 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 initially on two key pillars – the progressive use of procurement, and tackling vacant and derelict land. We have incorporated this learning into our Glasgow City Region Sustainable Procurement Strategy and in the ongoing development of a Regional approach to tackling the challenge of Vacant and Derelict Land. The Glasgow City Region Programme Management Office has appointed an officer dedicated to supporting the development of our approach across all five pillars of CWB, and we continue to increase our engagement with the key anchor institutions with the intention of co-creating a Glasgow City Region Anchor Network to champion CWB work across the City Region.

Maximising the delivery of community benefits secured through public sector contracts is a core part of CWB and work has started to establish a community wishlist approach that would align the requirements of local communities with the community benefits offered by suppliers. The community wishlist approach is already being used by some local authorities, such as East Renfrewshire and West Dunbartonshire, and we are working to build on this and put it in place throughout the City Region.

The City Region Project Management Office has worked with colleagues in Public Health Scotland and the Glasgow Centre for Population Health to bid successfully for £300,000 of funding from the Health Foundation as part of their Economies for Healthier Lives project. This project will develop, test, and embed a health inequalities impact assessment process in capital spend projects across the City Region over the next three years. Transferable learning from the project will be drawn out and shared more widely and dedicated member of staff has been appointed to co-ordinate the project.

PLACE

Within the context of delivering on local and national ambitions to achieve net zero carbon and a more sustainable economy, there has been exciting and significant progress within Glasgow City Region.

The first Glasgow City Region Climate Adaptation Strategy and Action Plan was published in June 2021, ahead of the COP26 conference being held in Glasgow in November 2021, has been widely applauded as a ground-breaking piece of work. The Strategy aims to ensure Glasgow City Region's economy, society, and environment is not only prepared for, but continues to flourish in the face of the impacts arising from the climate crisis. Progress on the actions within the Strategy will be overseen by the Land Use and Sustainability Portfolio Group and supported by Climate Ready Clyde.

Through our Clyde Climate Forest project we have the ambitious goal of planting 18 million trees in both urban and rural parts of Glasgow City Region over the next decade. By harnessing the enthusiasm for tree planting we will increase 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, and supporting flood management.

One of the key actions within the Glasgow City Region Economic Recovery Plan was a proposal to investigate what is needed to deliver a large scale home energy retrofit programme. Led by the Housing Portfolio Group we engaged with a range of stakeholders and experts in order to produce a strategic feasibility study that set out what steps would be required to deliver Home Energy Retrofit at scale. Work is now ongoing with partners to make progress on key workstreams, including engagement with residents, finance, technical solutions, supply chain development, labour market and skills, and data.

Glasgow City Region has a disproportionate and long standing share of Scotland's vacant and derelict land (VDL). The Land Use and Sustainability Portfolio is overseeing the development of a business case for addressing the issue. This will make the case for a co-ordinated approach to tackling VDL throughout the City Region and propose actions to bring land back into use for housing, commercial development, and for community and environmental projects.

The Transport Portfolio Group is working to support the Strategic Transport Projects Review 2 (STPR2) and on the development of the Clyde Metro project. The Group co-ordinated the development and submission of a successful bid to the Bus Partnership Fund which will improve five bus corridors in the City Region. Work is planned to commence in early 2023.

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, and 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 resolved in advance of project delivery.

To improve the telecommunications service in the City Region, the Infrastructure and Assets Portfolio group has supported the Infralink programme, established by Scottish Futures Trust and funded by the Scotland 5G Centre, on their mission to enable practical engagement between public sector bodies and industry in the deployment of mobile telecoms infrastructure.

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.

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 to tailor support to help businesses adapt and change how they operate to achieve net zero. The Group have supported the £500,000 Glasgow City Region Low Carbon R&D Fund from Scottish Enterprise which offers grants to businesses to carry out innovative activities that support the aim of reducing carbon emissions.

Our focus on Inward Investment, led by Glasgow City Council and supported through the 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.

A Green Investment Prospectus highlighting key investment opportunities across the City Region was developed in advance of COP26. This £30 billion 'Greenprint for Investment' was launched in September 2021 and is key to the ambitious Net Zero targets.

To stimulate economic activity and mitigate the impact of the pandemic, we developed a list of investment ready projects which could be delivered quickly but which still require funding. This Ready to Go list was used to seek additional infrastructure investment from the UK Government and Scottish Government to support projects that will drive short-term economic activity. This 'Ready to Go' list is in the process of being updated with more current projects that will be a mix of infrastructure, commercial and residential projects that can be progressed within the short to medium term.

The Tourism and Destination Marketing Portfolio Group has been working with Visit Scotland to support the development of the Scottish Tourism Observatory to improve the data that is available to local authorities and tourism business in the City Region.

CASE STUDY

Tackling Child Poverty



In 2019, Glasgow City Region committed to supporting the Scottish Government's Child Poverty Delivery Plan 2018-2022: Every Child, Every Chance, in an effort to tackle child poverty across the Region.

WHAT HAVE WE DONE?

The Region is supporting the Child Poverty Action Plan by:

- Ensuring that Inclusive Growth, including its child poverty dimensions, is embedded within the City Deal programme and all other investment decisions via the inclusion of community benefits clauses in contracts – including additional points for Priority Groups, weighting for Inclusive Growth in future funding decisions, and the revision of our Monitoring and Evaluation framework.
- Ensuring improvements to the transport infrastructure are designed to support access to jobs for all communities
- Focusing on in-work poverty by developing a Regional approach to Parental Employment Support and providing tailored support to key sectors of the economy.

WHAT ARE WE DOING?

The recently published Regional Economic Strategy (December 2021) includes child poverty indicators and proposes a number of Regional Programmes.

Colleagues from Glasgow City Region and Public Health Scotland have been working with Improvement Service and Child Poverty Leads from across the Region to explore opportunities to tackle child poverty by addressing the drivers of child poverty.

Looking to the future, the Regional Economic Strategy programmes of work will make a regional contribution to the ambitions of Scotland's National Strategy for Economic Transformation, Delivering Economic Prosperity and the Scottish Government Tackling Child Poverty Delivery Plan 2022-26: Best Start, Bright Futures.

An Integrated Impact Assessment Screening will be done on all action plans including a Child Rights and Wellbeing Impact Assessment. Child poverty indicators will be developed as part of the RES monitoring framework, and Stage 1 of the Region's Economies for Healthier Lives Project will develop a Capital Investment Health Inequalities Impact Assessment Tool which will include the development of evidence briefings on child poverty.

Glasgow City Region is also committed to further collaborative working, and officers with expertise on child poverty will be invited to contribute to RES working groups

CASE STUDY

Economies for Healthier Lives Project



The Economies for Healthier Lives project will work to bring economic development and health outcomes closer together creating positive impact across the Glasgow City Region.

Glasgow City Region was successful in securing funding from the Health Foundation, as one of only four projects funded across the UK. This project will see Glasgow City Region work in partnership with core partners; Public Health Scotland (PHS) and the Glasgow Centre for Population Health (GCPH) to deliver the project over the next three years.

The central aim of the project is to co-create, pilot and adopt a Capital Investment Health Inequalities and Impact Assessment (CHIIA) Tool into local authority capital spend processes across the Glasgow City Region in order to maximise population health and wellbeing outcomes and mitigate against inequalities.

The project is based on four key underpinning principles, these will shape and guide the process. These principles include; Community Involvement and Engagement, Diversity and Inclusion, Formative Evaluation, and Governance and Management.

As such, the co-creation of the CHIIA tool will be an extremely important element of the project. The co-creation process will take place, mostly, across year one of the project. The process will be designed to include a diverse range of stakeholders, including professionals and subject matter

experts. However, even more importantly, include communities via the creation of a Community Panel to embed their skills, knowledge and lived experience into the process.

The CHIIA tool will be assessed and further refined across year two. At this stage in the project the tool will be piloted on major capital infrastructure projects enabling this to be trialled in a real life environment.

Once finalised and embedded, the CHIIA tool will enable the Glasgow City Region to leverage the most of the £2.2 billion regional spend on capital projects; maximising positive health outcomes, preventing the creation of inequalities and seeking to reduce those already existing inequalities.

CASE STUDY

EV Charging



In 2021 the UK announced a ban on the sale of new petrol and diesel vehicles by 2030 in a bid to tackle the ongoing climate emergency and support the national target of net zero carbon by 2050.

For several years Scottish Local Authorities have been supporting early adopters of electric vehicles by installing charging infrastructure through grants provided by Transport Scotland. To date there are 654 publicly accessible electric vehicle chargers across the Region.

As part of this initiative, Transport Scotland has recognised the need to support local authorities in attracting private sector investment to be able to deliver electric vehicle charging at the pace and scale required to meet demand over the coming years. At the start of 2022 the Scottish Government announced there would be £30 million worth of grant funding available to local authorities with a further £30 million expected to be match funded by the private sector. This grant aims to help support the delivery of new charging infrastructure, transport strategies and the overall aim to have a 20% reduction in car kilometres travelled by 2030.

As part of the initial roll out of the grant, Glasgow City Region was awarded £50,000 to undertake a high-level options appraisal through the Scottish Futures Trust Pathfinder Project initiative. The study has scoped out the current numbers

of chargers across the Region and using a sophisticated forecasting tool, has predicted that an estimated additional 3,096 chargers will be required over the next 4 years to meet demand.

Following this initial study, the local authorities across the Region have committed to Phase 2 of this work, with a detailed scoping study and stakeholder engagement exercise expected to commence in the summer of 2022. The next phase aims to identify specific sites, investment opportunities, skills and supply chains required to deliver charging infrastructure at scale.

CASE STUDY

Glasgow City Region Bus Partnership



In summer 2021, Glasgow City Region Bus Partnership was awarded £3.655 million from Transport Scotland's Bus Partnership Fund for bus priority interventions within the Region.

The Bus Partnership Fund forms part of the Scottish Government's response to the climate emergency, with money available to support local authorities in partnership with bus operators to tackle the negative impacts of road congestion - making bus journeys quicker and more reliable, and so encourage greater patronage.

The first-round funding award which followed a Glasgow City Council led submission on behalf of the partnership, backs quick win' projects that supports early scheme delivery, with £2 million for bus priority interventions in Paisley town centre and £275,000 for infrastructure improvements on Hope Street and Howard Street in Glasgow city centre.

The award also included £1.38 million to progress detailed business cases for five key bus corridors across Glasgow, and to fund work around a wider strategy. The corridors on Paisley Road West, Maryhill Road, Dumbarton Road, Pollokshaws Road and Great Western Road will all be reviewed holistically, with consideration of how changes can support sustainable transport and place-making goals, whilst also helping to reduce dependency on private car use.

Development of the Glasgow City Region Bus Partnership's bid brought together all eight local authorities, bus operators (through their alliance, GlasGo), Strathclyde Partnership for Transport and bus passenger representative groups. This collective approach demonstrates the determination of partnership to promote bus as a prime mode of passenger transport across the Region - providing safe, affordable, enjoyable connections and reducing road congestion and air pollution.

In addition to the delivery of quick win projects and progressing proposals expected to improve bus journey times, other work in support of achieving Bus Service Improvement Programme status is also underway, to highlight the extent to which a collaborative, partnership approach can leverage other bus service improvements for the wider community.

Milestones

2021
→

APRIL

Region launches a new investment brochure with 81 'ready to go' projects

Internal Audit Plan 2021/22

MAY

2021 Contract Pipeline launched with £150 million of contracts

JUNE

Clyde Climate Forest launches with plans to plant 18 million trees

JUNE

Architects appointed for George Square and Avenues

JULY

Intelligence Hub issues Region's latest COVID-19 briefing

CWRR contractor unveils sub-contracting opportunities

Annual Implementation Plan 2021/22

JUNE

Region's Sustainable Procurement Strategy approved by Cabinet

Region's Climate Adaptation Plan launches

JUNE

Public consultation opens for Bishopbriggs town centre

AUGUST

Region's Annual Performance Report approved by Cabinet

AUGUST

Construction on new Greenock cruise ship visitor centre begins

7 year anniversary of the City Deal

AUGUST

Glasgow Bus Partnership awarded £3.65 million

AUGUST

Internal Audit Report and draft Governance Statement 2020/21

PMO Unaudited annual accounts 2020/21 approved

OCTOBER

Glasgow Smart Canal begins testing and usage

Public consultation for Bishopbriggs town centre completes

Housing Energy Retrofit independent study presented to Cabinet

OCTOBER

Glasgow's Smart Canal wins Greatest Contribution to Scotland at Scottish Civil Engineering Awards

SEPTEMBER

Region unveils £30 billion Greenprint for Investment prospectus

Fourth Infrastructure Summit held

NOVEMBER

Region wins bid to become part of the Health Foundation's Economies for Healthier Lives programme

Contract awarded for the Govan-Partick bridge

NOVEMBER

Annual conversation meeting with government

Region launches new Economic Strategy with UK and SG Ministers

DECEMBER

Cardonald MGSDP project wins Building with Nature National Award at Landscape Institute Awards 2021

2022
→

FEBRUARY

Site clearance works begin on CWRR first opening bridge across the Clyde

Region selected for new Innovation Accelerator as part of UK Government's Levelling Up plans

Works begin at Muir Street, Motherwell at the railway station

JANUARY

Launch of Region's Net Zero Business Support Fund with Scottish Enterprise

Region secures £50,000 from Transport Scotland to explore electric vehicle charging infrastructure

JANUARY

Clyde Metro included in SG Blueprint for Future Transport Investment

FEBRUARY

Public engagement begins on future design of George Square and Avenues

Public engagement begins for Business Incubation Centre in Bishopbriggs

FEBRUARY

Region's 2022 Contract Pipeline launched with £290 million of contracts

Cabinet agrees to Regional approach to management of UK Government Shared Prosperity Fund

MARCH

First meeting of Region's Innovation Partnership to develop business case for Innovation Accelerator investment

Bidding prospectus for Green Freeports in Scotland published

Intelligence Hub issues latest Regional Economic Briefing

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 such as those published by 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 – this summarises a wide range socio-economic issues across the Region using the latest available data. The baseline underpinned the team's work to develop the Regional Economic Strategy.

Bespoke Member Authority Analysis – Bespoke analysis for GCR member authorities includes for example, an in-depth review of depopulation in Inverclyde and West Dunbartonshire.

Data Toolkits – the team has also developed a GCR Intraregional Toolkit to allow socio-economic analysis including gap analysis at a member authority level.

The team has conducted a variety of research into socio-economic issues that are impacting Glasgow City Region, such as:

Covid economic briefings – these provide insight into the actual and possible impacts the pandemic is having on the economy.

Issues Briefings – a series of briefings on various topical issues such as:

- Key Workers (and their importance on the Region's economy)
- Retail and High Streets (and how the pandemic is exacerbating some recent challenges facing local high streets)

Bespoke Research – a wide variety of research and analysis to support the development of the Region's Economic Recovery Plan.

ECONOMIC MODELLING

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

A Computable General Equilibrium (CGE) Model for large-scale investments – this is the first regional CGE model in the UK. It allows the Region to better understand the economic impact of major investments in the Region.

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 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 cases.

CASE STUDY

Glasgow's Smart Canal



Glasgow's Smart Canal – a pioneering digital surface water drainage system that works to mitigate flood risk and unlock development potential in the north of the city, secured an impressive range industry awards in 2021, including the highly prestigious Greatest Contribution to Scotland at the **Scottish Civil Engineering Awards**.

Organised jointly by CECA Scotland and ICE Scotland, the Scottish Civil Engineering Awards celebrate outstanding civil engineering achievement, innovation and ingenuity in Scotland. With past winners including Dundee's V&A and the Queensferry Crossing - the awards honour engineering excellence in the built environment sector, showcasing the success of Scottish civil engineering and celebrating how it shapes and adds value to everyday life.

Other wins for Glasgow's Smart Canal in 2021 were:

- **APSE Public Service Excellence Awards** - Best Innovation / Demand Management Initiative for Glasgow City Council
- **Water Industry Awards** – Sustainable Drainage and Flood Management Initiative of the Year for the MGSDP, Glasgow City Council, Scottish Water and Scottish Canals
- **British Construction Industry Awards** – Industry Transformation and Innovation Champion' and Initiative of the Year Award for MacKenzie Construction and Scottish Canals
- **Engineering and Technology Awards** – Sustainability and Climate Change Award for Innovyze and Fairfield Control Systems

Glasgow's Smart Canal combines the traditional Forth and Clyde canal infrastructure with modern technology to dynamically manage its water levels, providing capacity within the canal to

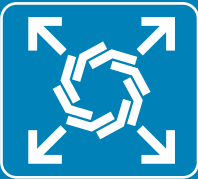
manage significant rainfall events. This innovative technology manages surface water and associated flood risk, opening-up regeneration opportunities across five key development sites in the surrounding area (approximately 110 hectares) and enabling delivery of up to 3,000 new homes.

More formally known as the North Glasgow Integrated Water Management System (NGIWMS), the system uses live weather forecast data, sensors and real-time hydraulic simulation of surface water runoff to provide early warning of heavy rain. When extreme weather is predicted, the system autonomously closes canal feeders and opens sluices to lower the water level in the canal and create capacity to manage runoff from development sites. By lowering the canal by up to 100 millimetres across a 19 kilometre stretch, the system creates 55,000 cubic metres of capacity, which is the equivalent of 22 Olympic swimming pools.

The £17 million project, has been delivered by Glasgow City Council alongside Scottish Water and Scottish Canals through the Glasgow City Deal backed **Metropolitan Glasgow Strategic Drainage Partnership (MGSDP)**. The wider project also benefitted from ERDF grant funding via **Scotland's 8th City** - the Smart City and **Green Infrastructure Intervention** programmes.

A short animation showing how the Smart Canal works [can be found here](#).

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;
- Leverage in an estimated £3.3 billion of private sector investment to support the delivery of the projects within the infrastructure programme;
- Spread the benefits of economic growth across the Region, ensuring deprived areas benefit.





City Deal in numbers



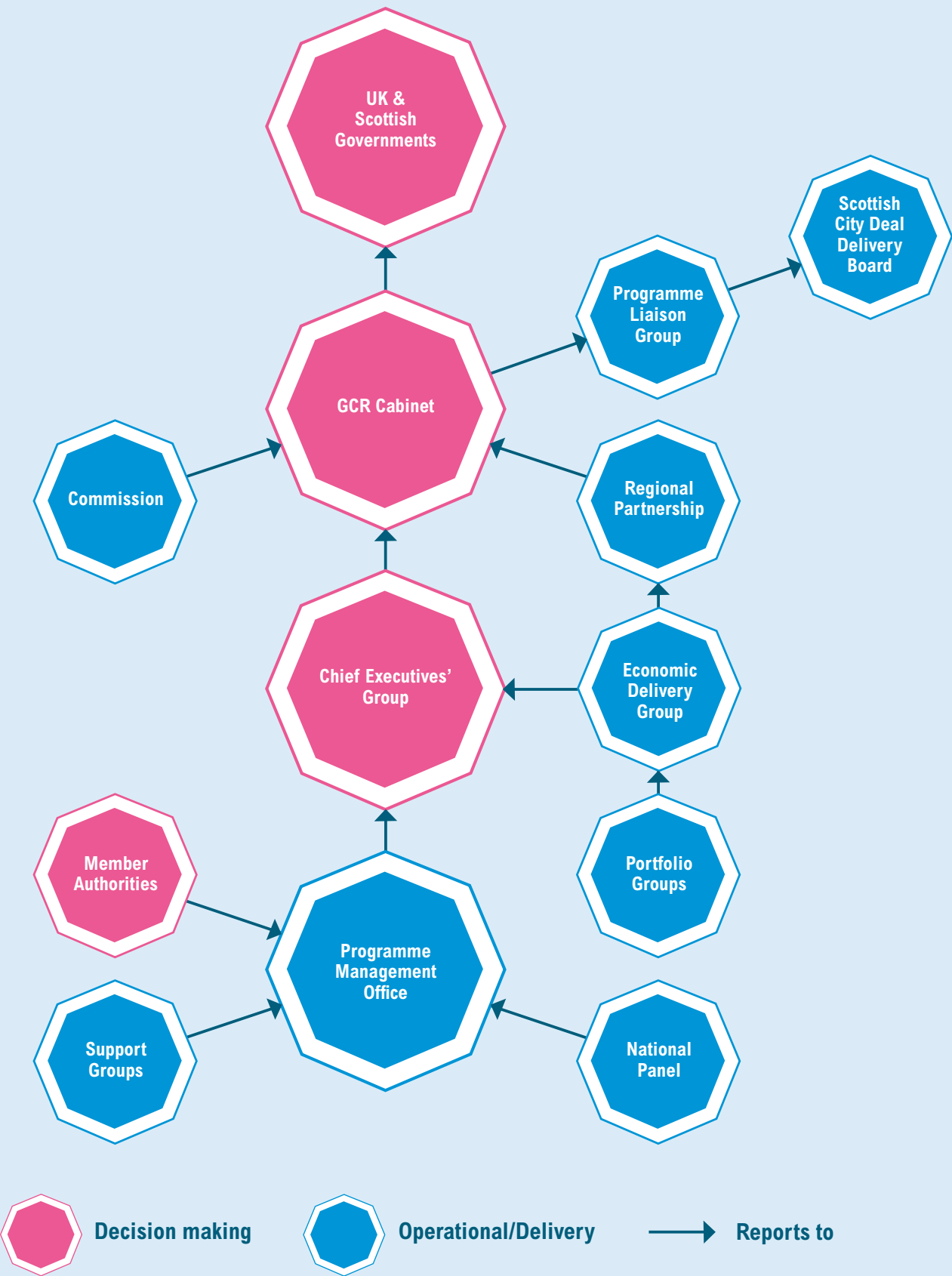
 £18.7 million funding to support innovation and Business Growth	 £24.6 million Skills and Employability schemes
 Supported 5,500 people back into work	 Worked with 9,000 unemployed residents
 £3.3 billion private sector investment targeted	 £2.2 billion additional GVA per annum targeted

City Deal - Key Achievements
at end March 2022



 <p>All projects selected and funding allocated</p>	 <p>>£137 million 61% of all Tier One contracts won by local companies</p>
 <p>38 high level City Deal Projects, 8 projects and 30 sub projects, completed to date</p>	 <p>8,000 young people supported into employment through Youth Gateway</p>
 <p>Over £500 million infrastructure spend approved to date</p>	 <p>Successful Gateway review pass</p>

Governance Structure



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 19.

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. Since the Coronavirus outbreak in March 2020, Cabinet meetings have been held by video conference. The decision was taken at the June 2021 Cabinet to change the meeting frequency from eight weekly to twelve weekly. This 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 2021/22 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 2020/21 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
April 2021	Reports to Cabinet: 2020/21 assurance report on Community Benefits Follow-up Audit Report Internal Audit Plan for 2021/22 approved by Cabinet)
May 2021	Audit Support Group meeting with Chief Auditors of member authorities
August 2021	Reports to Cabinet: 2020/21 assurance report on Member Authority Grant Claim Eligibility (phase 2) Follow-up Audit Report Internal Audit Annual Report and draft Annual Governance Statement 2020/21
July – August 2021	Fieldwork for Business Continuity and Resilience audit
November 2021	Audit Support Group meeting with Chief Auditors of member authorities
December 2021	Reports to Cabinet: 2021/22 assurance report on Business Continuity and Resilience Follow-up Audit Report
January – March 2022	Fieldwork for Change Control and Contract Management (phase 1) audit
April 2022	Reports to Cabinet: Follow-up Audit Report Internal Audit Plan for 2021/22 approved Fieldwork for EQIA and Anti-Corruption, Fraud and Bribery Arrangements

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 Business Cases 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 2021/22, the PMO appraised one OBC and eight FBCs. Each of these business cases were subsequently approved, of which three were approved by delegated authority. Details of approvals in the period are shown in the table on page 23.



Business cases approved April 2021 – 31 March 2022

Member Authority	Main Project	Sub Project	Business Case	Approval Date*
INFRASTRUCTURE				
Inverclyde	Inchgreen		OBC	1 June 2021
South Lanarkshire	Community Growth Areas-Larkhall	Glengowan Primary School Extension	FBC	2 August 2021
North Lanarkshire	Pan Lanarkshire Orbital Transport Corridor	Motherwell Town Centre Interchange	FBC	3 November 2021 - Delegated Authority
Glasgow	Clyde Waterfront West End Innovation Quarter	Improving Connectivity between GU and QEUH - Govan-Partick Bridge	FBC	25 November 2021
Glasgow	Clyde Waterfront West End Innovation Quarter	Water Row Grant Award	FBC	12 January 2022 - Delegated Authority
North Lanarkshire	Pan Lanarkshire Orbital Transport Corridor	RIA South - FBC WCML Crossing	FBC	3 January 2022
South Lanarkshire	Community Growth Areas-East Kilbride	New Primary School (Phase 1) - Jackton	FBC	3 January 2022
Glasgow	Metropolitan Glasgow Strategic Drainage Partnership	Hillington/Cardonald SWMP - Phase 3: Penilee	FBC	24 February 2022 - Delegated Authority
Inverclyde	Inchgreen		FBC	17 March 2022

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

30 projects/sub projects completed to date

- | | | |
|---|--|--|
| ● Cathkin Relief Road | ● Central Govan Action Plan Public Realm (including Active Travel South) | ● Speirs Lock: Garscube Toll and Links |
| ● Glenboig Link Road | ● Ocean Terminal Marine Works | ● Camlachie Burn |
| ● Business Boost | ● Westburn Roundabout | ● Cardowan Surface Water Management Plan (SWMP) |
| ● Levern Works | ● Newton Park and Ride | ● South East Glasgow SWMP |
| ● Balgraystone Road | ● Newton Farm Primary School | ● Drumchapel SWMP |
| ● Calton Barras Action Plan - Phase 1 | ● Woodhead Primary School Extension | ● Improving Connectivity between GU and QEUEH - Active Travel Route (North) |
| ● Meat Market Site Remediation | ● Highstonehall Road Upgrade Works | ● Access and Integrity of Waterfront: Tradeston (Phase 1 Bridge Refurbishment) |
| ★ Calton Barras Junction Improvement | ★ Woodfoot Road Transport Corridor Improvements | ★ Indicates projects completed in the period. |
| ● Sighthill Remediation Contract 1 | ● Smart Canal | |
| ● Sighthill: Cowlares Bridge; Port Dundas; and 100 Acre Hill | ● North Canal Bank Street/ Landscape Link | |
| ● Sauchiehall Street West Phase 1 | | |
| ● Intelligent StreetLighting | | |
| ● Hillington/Cardonald SWMP - Phase 1 Moss Heights/Halfway Community Park | | |

CASE STUDY

Clyde Metro



Transport investment options that will play a key role in tackling climate change, reducing inequalities and improving health and wellbeing were set out earlier this year in the Scottish Government's second **Strategic Transport Projects Review (STPR2)** - with the development of a **Clyde Metro** one of the stand-out recommendations.

Playing its part in the lead up to this major announcement has been work of the Glasgow City Council led Metro Feasibility Study project team - tasked by Glasgow City Region Cabinet with looking at a metro opportunity for the region.

Clyde Metro represents a multi-billion investment which, when complete, could better connect over 1.5 million people to employment, education, and health services in and around the Glasgow City Region. It would target areas where connections are currently poor, including places where there is deprivation. The system would help to deliver environmental benefits and improve public transport journey times and journey time reliability, making sustainable travel options more attractive.

The inclusion of Clyde Metro as an investment priority follows on from a previous recommendation by the **Connectivity Commission** that work should be taken forward to develop a metro proposal.

The Metro Feasibility Study was mobilised in 2020, with a multi-disciplinary project team established by Glasgow City Council on behalf of the City Region. This strategic appraisal set out to tie-in with local, regional, and national work on transport

planning, with work subsequently boosted by the inclusion of a **Metro concept** as part of STPR2 Phase 1. This development enabled the Metro Feasibility Study to become fully aligned and able to support Phase 2 of STPR2 with additional, complementary outputs.

A consultation on the **STPR2 draft recommendations** closed in April, with the final recommendations expected to be confirmed later this year. Meantime, a Programme Steering Group made up of senior officials from Transport Scotland, Glasgow City Council and SPT has been established to take forward Clyde Metro.

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.



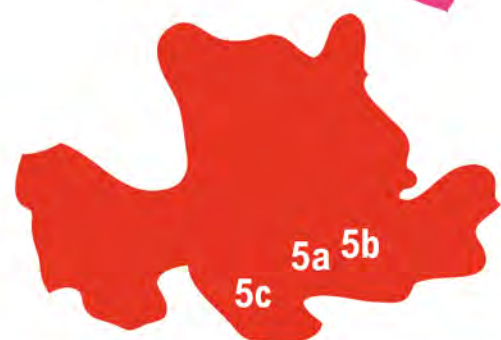
Inverclyde

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



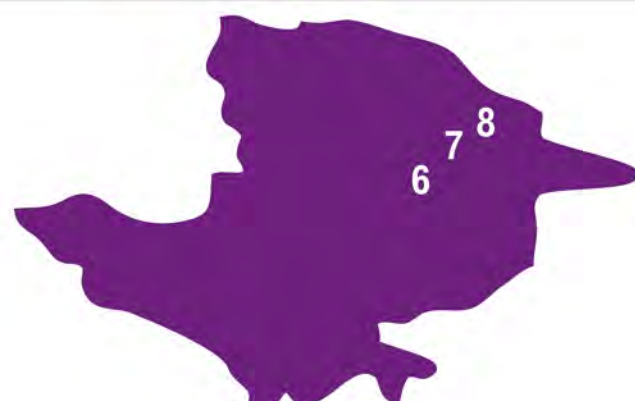
West Dunbartonshire

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

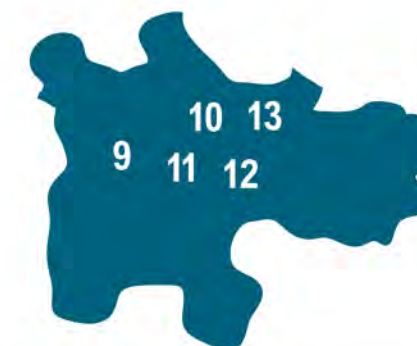


Renfrewshire

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

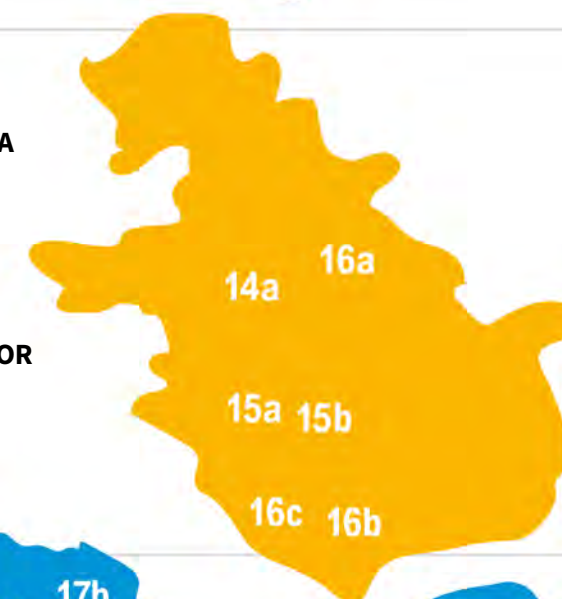
Glasgow

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)**



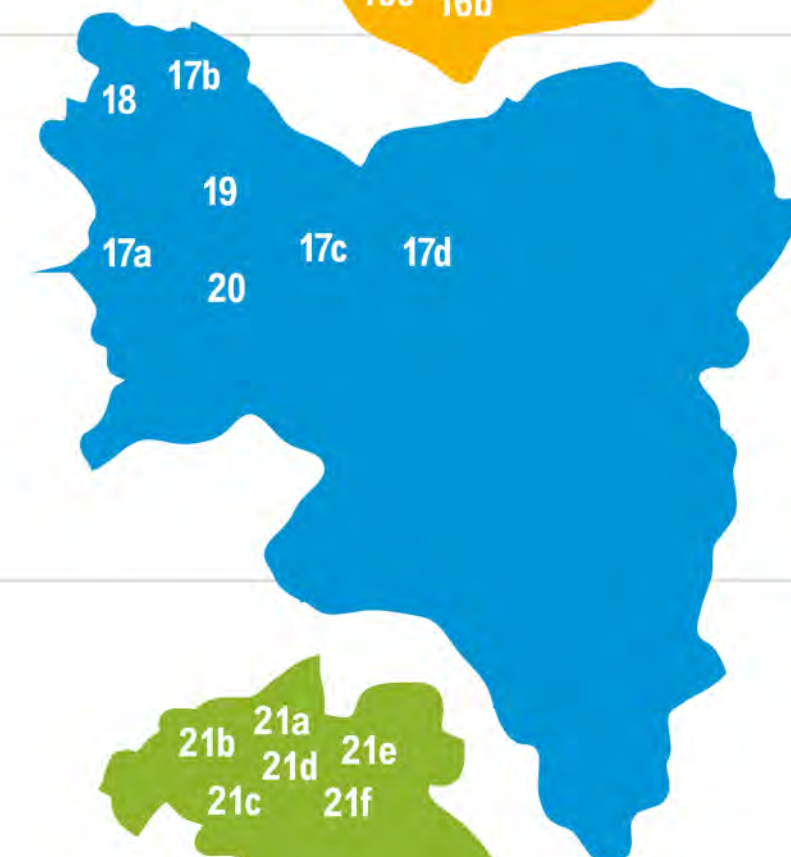
North Lanarkshire

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**

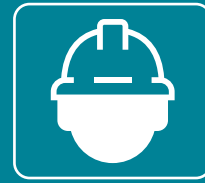


East Renfrewshire

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



Govan-Partick Bridge



Work has now started on a City Deal project that will reinstate the historic crossing between Govan and Partick in Glasgow, and at the same time play a key role in the arc of development and regeneration taking place between the University of Glasgow at Gilmorehill and the Queen Elizabeth University Hospital.

The Govan - Partick Bridge project will see the construction of a new pedestrian/cycle bridge over the River Clyde between Water Row in Govan and Pointhouse Quay in Partick, reconnecting these historic Glasgow communities and expanding the city's active travel network. The project will support 143 construction jobs before completion in late 2023.

Jonathan Brown, Head of City Deal at Glasgow City Council, said: "The Govan - Partick Bridge is symbolic of what we're trying to achieve with City Deal funding - infrastructure that delivers economic, environmental and social benefits as it links to city communities and nationally significant economic and cultural centres."

The project will support 143 construction jobs before its completion in late 2023. Immediately beside the southern entrance to the bridge will be the first phase of the Water Row project, where City Deal support has completed the funding package, and where 92 homes, commercial space and new high-quality public space will be created.

The bridge will have a major impact on residents on both sides of the Clyde, as Deirdre Gaughan, local resident and chairperson of Central Govan Action Plan, says: "With the bridge we are seeing our aspirations coming to fruition - now, things are happening, and we are reconnected to the city. It's time to move on to achieve the other community priorities that will bring Govan up a level, and the bridge is going to help the area become a destination rather than a place people pass through - the opportunities, I think, are endless."

AMIDS welcomes a new Metallics Research Centre from aerospace giant Boeing



The Region's Advanced Manufacturing Innovation District Scotland (AMIDS) has welcomed a new Metallics Research Centre from the world's largest aerospace company Boeing in partnership with the National Manufacturing Institute Scotland (NMIS) Group.

The company recently established a research and development facility last October at Scotland's home of manufacturing innovation in Renfrewshire, which is now home to an £11.8 million Research and Development programme in collaboration with the University of Strathclyde's Advanced Forming Research Centre (AFRC), part of the NMIS Group.

The project is supported by £3.5 million of funding from Scottish Enterprise, who partnered with Boeing to form the Boeing Scotland Alliance - an agreement aiming to double Boeing's supply chain and create 200 new quality jobs in the next five years.

Sir Martin Donnelly, president of Boeing Europe and managing director of Boeing in the UK and Ireland, said: "The opening of the Metallics Research Centre was a key milestone for Boeing as the first project announced as part of the Boeing Scotland Alliance, cementing our commitment to the future of advanced manufacturing and the aerospace sector in Scotland."

"Based alongside key partners within Scotland's manufacturing innovation hub, it is in an optimum position to explore new technology that will help improve safety, productivity and the environmental impact of aviation."

Boeing is the latest addition to the burgeoning innovation district AMIDS, already home to the

NMIS Group headquarters and to the Medicines Manufacturing Innovation Centre, both using the latest technology and research to improve productivity and skills and support a net-zero economy.

Development of AMIDS is a collaborative project led by Renfrewshire Council and has been enabled through Glasgow City Region City Deal funding, which delivered the underpinning infrastructure and enhanced connections between the new 52-hectare Netherton and the established Inchinnan and Westway business parks.

For Westway, Scotland's largest fully enclosed industrial park, the City Deal-funded connections are supporting the park's continued growth.

Toby Saul, Asset Manager of Canmoor, said: "Westway being located at the heart of the Advanced Manufacturing Innovation District Scotland has been of great benefit in attracting key occupiers and supporting the ongoing growth and development of the park in recent years."

"We are particularly privileged to host key advanced manufacturing R&D facilities such as the Metallics Research Centre with Boeing and the Lightweight Manufacturing Centre here at Westway."

CASE STUDY

Balgraystone Road - Accelerating residential development in Barrhead



City Deal infrastructure investment was vital in unlocking the development of East Renfrewshire Council's Strategic Development Opportunity for housing at Barrhead South.

Along with other planned City Deal funded improvements to Aurs Road and the creation of a new rail and bus interchange, the Balgraystone Road project supports the wider long term economic objective of delivering a new sustainable community in Barrhead South of up to 1050 new homes within the next decade.

A consortium of house builders including Miller Homes, Wallace Land /Taylor Wimpey and Avant Homes are working with East Renfrewshire Council to realise this 85.3-hectare project, which also includes 47 council homes being delivered by CCG.

The Balgraystone Road project has opened up new residential development opportunities by accelerating the construction of access roads and utility infrastructure. It has also improved access to Dams to Darnley Country Park and the proposed new rail station. These transport improvements will address economic and social employment exclusion opportunities for the area by enabling better connections to the wider city region.

Arthur Mann, Strategic Land Director for Miller Homes Scotland, said: "Miller Homes was delighted, along with the other house builders, to collaborate with the council and City Deal to bring

forward a significant new supply of three, four and five bedroom homes, including low cost first time buyer homes, to improve the housing stock available within the area. The council's forward thinking planning approach has already provided education capacity to allow this strategic expansion of the town."

Caroline Proctor, Land and Planning Director for Taylor Wimpey West Scotland said: "The substantial investment in public infrastructure funded through City Deal was an important aspect of our decision to invest in the Barrhead area because access to good local amenities and facilities, whether they are new or existing in the community, creates a place where people want to live and community spirit thrives, and we are committed to delivering this sustainably for our customers."

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 2022:

11,000 square feet of recovered commercial floor space

201 jobs created in high potential start-ups

£26.2 million private investment raised

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 2022:

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

The benefits realisation period for the Medicity project concluded after 5 years on 31 March 2021.



11,000

square feet of recovered
commercial floor space



>200

new jobs created



£26.2 million

private investment
raised

Imaging Centre of Excellence (ICE)



The University of Glasgow Imaging Centre of Excellence (ICE), located at the Queen Elizabeth University Hospital (QEUH) 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.

INFRASTRUCTURE DELIVERY

There were two major pieces of strategic physical and medical infrastructure successfully delivered by this project. In which the Glasgow City Region City Deal contribution of £16 million was matched by £16 million from other UK funders and charities.

BUILDING AND MEDICAL IMAGING INFRASTRUCTURE

The major physical infrastructure delivered was the 4-storey state of the art Imaging Centre of Excellence with 4,713 square metres space formally opened in 2017.

- The fourth floor - suite of high specification office/lab space, dedicated to industrial companies and strategic collaborations now 100% occupied.
- In late 2021 useable space in ICE has been expanded by some 1,600, square feet. supported by two complementary grants £795,295 (UK Department of Health and Social Care - DHSC) and Scottish Funding Council £533,000.

- The third floor was originally dedicated to high quality academic research, meeting and seminar space which has become the focus of Imaging research in Glasgow
- Second floor - an additional floor, funded by the NHS houses four state of the art operating theatres which maximised provided additional clinical impact of the site.
- Ground floor was dedicated to the flagship 7T MRI Siemens imaging system the first of its kind within a clinical setting and a founder member of the UK 7T MRI network.

ICE also supported a further modern 3T MRI scanner and a “state of the art” CANON CT scanner in adjacent buildings.

IMPACT OF INFRASTRUCTURES

Delivery of these physical and medical infrastructures has consolidated Glasgow’s leadership position in the field of clinical imaging. These investments provided, the physical setting, a concentration of expertise and technology foundation which delivered high value high impacts, operational benefits, scientific outputs and leveraged major strategic grants. These spanned the triple helix of Industry NHS and academia as shown below.

CE Key Metrics Calendar year end 2017/21 Approvals by Project as at 31 March 2022

ICE Imaging Systems	2017	2018	2019	2020	2021	Cumulative
CT Research	438	554	658	528	400	2,712
3T MRI Research	595	1,106	919	536	420	3,744
7T Research	8	47	28	26	18	127
CT Clinical	1,482	70	170	213	200	2,272
3T MRI Clinical	346	76	69	103	100	694
All Scans	4,346	1,853	1,844	4,346	1,246	9,549
ICE Research Papers	95	107	129	101	139	505
In Top 10% Cited	22%	30%	34%	18%	15% *	>25%
Research Income Core ICE researchers	£2,137,475	£3,301,438	£7,217,058	£6,298,523	£2,832,406**	£21,786,900
Major Strategic Grants Supported by ICE		i-CAIRD £15,8000		PMS-IC £12,000,000	UKRI/SiPF £38,000,000 DHSC/SFC £1,328,295	£67,128,295
ICE Occupancy	18%	21%	55%	COVID*	100%	100%
Tenants on site	1	7	12	14*	17	17
Clinical Innovation Zone	346	76	69	103	100	694
* Papers indices improve as a lagging metric ** Delayed impact of COVID on grants						

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.

RESEARCH AND CLINICAL USE OF THE SIEMENS 7T SCANNER

It should be noted that the scanning numbers cited above refer to patient sessions in the various scanners. As will be clear the numbers of patient sessions for both the 3T MRI and CANON CT scanner are substantial. This reflects the routine use of the scanners in clinical trials typically over 140 in any given year supplemented by some routine clinical scans taking pressure off NHS systems. In each case these scanners contributed to the COVID response by GGCHB.

The reasons for the relatively low numbers of 7T MRI patient scans are as follows:

- Next generation 7T MRI systems worldwide are not as yet in wide-spread routine clinical use and are used mainly in basic research settings or in applied research using so called “phantom models” to develop techniques for human use.
- The Glasgow system has been used heavily in the phantom based applied research lead by Dr Shajan Gunamony and colleagues with hundreds of scans done for the development of RF-Coils for MRI systems.
- In layman’s terms RF-Coils are the critical component of MRI systems which shape the magnetic field and gather the signals which allow the images to be generated.
- Dr Gunamony and his colleagues work in this area is world leading, supports a start- up company MR Coiltech and contributed an important work package to the SiPF Living Laboratory submissions.
- The “advanced coil development” work- package focussed lead by Dr Gunamony is currently operationally the most advanced work package in the Living Laboratory generating £970,000 additional research income in 2021.

IMPACT OF ICE ON CORE IMAGING AND STRATEGIC INSTITUTIONAL RESEARCH

Core imaging research income

The ICE programme is entering into its first year of delivery. By year calendar year end December 2021, the Principal Investigators associated with ICE achieved over £21.8 million of cumulative research income secured by the original core group of ICE PIs with £2.8 million in calendar year 2021.

It is likely this reduction relative to our peak year 2020 reflects a temporary impact of COVID pandemic as the is a log lag period between grant submission and award. This dip in award value has also occurred across the wider College and University with signs of a rebound in early 2022. Nonetheless, by year end 2021 this constant core group of ICE academic researchers associated are on track to exceed double baseline 2017 research income and contributed to major Strategic Institutional research awards described below.

Strategic Institutional Research

In addition to the increased core income, research initiatives originating within or supported by ICE provided a critical component to several major

strategic research grants submitted between by the ICE “triple helix” of NHS, Industry and University.

These included iCAIRD (Industrial Centre for AI Research and Diagnostics Research), PMS-IC (Precision Medicine Scotland Innovation Centre) now located within ICE. Most recently this same consortium was successful in the UKRI Strength in Places Living Laboratory becoming fully operational in 2021. This is the largest single grant awarded to Glasgow.

The impact of ICE on this success was considerable. Three out of the eight SiPF “work packages” originating in ICE, two are strongly linked to PMS-IC (now located within ICE), and a another is a direct expansion upon the iCAIRD platform. Further support for ICE was gained from DHSC and SFC in 2021 to maximise and further increase the industry space available in the ICE building by 1,600 square feet.

Impact and contribution to COVID:

As will be clear from the table above physical occupancy of the building by researchers and industry users and scanner usage was significantly affected by lock-down with only essential staff located on site. However, resource within the ICE building played a significant role in supporting NHS training, companies and teaching displaced by the Scottish Lighthouse laboratory located the nearby University Teaching and Learning building.

This included relocation of PMS-IC into ICE to allow scale up of the Lighthouse laboratory in unique molecular biology facilities vacated by PMS-IC. Throughout 2021 the Lighthouse Lab had a capacity of 105,000 PCR samples per day employing 700 FTEs in three shift system and was of national importance to the UK Pandemic response.

SUMMARY

ICE has delivered on core strategic objective of consolidating Glasgow’s position as a recognised centre of excellence in both medical imaging and precision medicine, doubling core research and supporting over £67 million of strategic grants.

Finance



The following provides a summary of the financial position for the period 1 April 2021 to 31 March 2022.

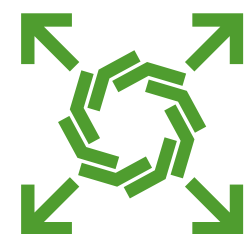
The Finance Strategy Group, made up of the Member Authority Finance Directors, monitors financial progress and reviews financial risks. Our main financial risks, as reflected in the risk register, remained largely unchanged over the year. These include meeting forecasted spending profiles, ensuring implementation 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 2021/22 VERSUS BUSINESS CASE APPROVALS BY PROJECT/MEMBER AUTHORITY

The table on page 37 shows the Infrastructure project funding costs. The actual spend for 2021/22 was £47.5 million. Funding approved through the Business Cases approval process represents a total cumulative spend of £518 million. Actual spend for City Deal projects is summarised for each Member Authority.

Two columns summarise grant allocation. The first shows grant allocations for 2021/22 and the second provides the cumulative grant position over the first five years of the Programme. The total £30 million grant allocation was distributed to Member Authorities as per the grant allocation model. A further £32 million was received from the Scottish Government on the 1 April 2022 and will be distributed in 2022/23. Cumulative spend to the end of 2021/22 over the first five financial years of the Programme is £312.3 million against £275 million cumulative grant.



£95 million

total grant allocation was distributed to Member Authorities in 2021/22



£312.3 million

cumulative spend to the end of 2021/22 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 2022

Infrastructure Authority/Project	Estimated Project Funding £	Actual Spend 2021/22 £	Cumulative to Date Actual Spend £	Funding allowed through Business Case Stage Approvals £	Grant Allocation 2021/22 £	Cumulative Grant Allocation £	Cumulative grant/ cumulative projected spend
East Dunbartonshire - Place and Growth	34,881,000	806,003	915,305	700,000			
Total East Dunbartonshire	34,881,000	806,003	915,305	700,000	302,993	357,993	35%
East Renfrewshire M77 Strategic Corridor	34,881,000	83,393	13,126,690	13,097,000			
Total East Renfrewshire	34,881,000	83,393	13,126,690	13,097,000	408,991	13,096,991	105%
Glasgow Canal and North (Sighthill)	73,357,196	4,832,145	72,259,191	83,393,000			
Glasgow Canal and North	15,941,000	-	8,107,954	-			
Glasgow City Centre	115,520,000	2,153,331	16,922,638	24,171,000			
Glasgow Clyde and Waterfront	113,900,000	4,794,099	14,131,750	52,053,000			
Glasgow Collegelands	27,000,918	-415,118	6,487,800	6,488,000			
Glasgow MGSDP	40,158,306	4,978,832	31,354,138	34,798,000			
Total Glasgow	385,877,420	16,343,289	149,263,471	200,903,000	14,946,656	136,059,656	91%
Inchgreen	9,469,600	58,600	112,269	9,657,000			
Inverkip	3,250,000	-	18,000	260,000			
Ocean Terminal	9,699,978	3,284,462	7,763,440	9,693,000			
Total Inverclyde	22,419,578	3,343,062	7,893,709	19,610,000	1,467,966	6,248,966	79%
North Lanarkshire A8/M8	6,478,486	41,648	367,146	4,484,000			
North Lanarkshire Gartcosh/Glenboig	6,223,203	199,283	6,223,894	7,317,204			
North Lanarkshire Pan Orbital Transport Corridor	159,753,970	9,357,665	13,997,844	36,470,000			
Total North Lanarkshire	172,455,659	9,598,596	20,588,884	48,271,204	5,276,691	15,047,691	73%
Renfrewshire CWRR	90,636,000	6,031,888	21,702,322	90,636,000			
Renfrewshire GAIA	39,049,000	5,000,534	34,073,675	39,049,000			
Total Renfrewshire	129,685,000	11,032,422	55,775,997	129,685,000	4,145,905	46,474,905	83%
South Lanarkshire Cathkin Relief Road	16,000,168	271,924	14,943,224	19,028,000			
South Lanarkshire Council Community Growth Areas	16,000,168	2,665,256	18,219,820	32,812,000			
South Lanarkshire Greenhills	27,688,011	2,753,509	25,503,409	27,688,011			
South Lanarkshire Stewartfield Way	62,212,230	58,182	431,919	1,205,500			
Total South Lanarkshire	166,200,407	5,748,871	52,476,092	80,733,511	3,226,926	52,428,926	89%
West Dunbartonshire - EXXON	27,897,000	439,863	2,675,787	9,601,000	223,872	2,350,872	88%
Airport Link	143,953,140	58,990	2,992,015	15,149,000	-	2,934,000	98%
TOTAL INFRASTRUCTURE	1,127,343,677	47,454,489	312,330,230	508,322,715	30,000,000	275,000,000	88%

Sighthill M8 Bridge, Glasgow



The new cyclist, pedestrian and wheeler bridge over the M8 connecting Sighthill to the nearby city centre is now nearing completion.

The bridge is a symbolic part of the massive regeneration of Sighthill, the biggest such project in the UK outside of London. A walk from the new homes in Sighthill to George Square will take less than 15 minutes once the bridge is complete, illustrating the importance of the bridge in how it will reconnect the area to central Glasgow.

Funded through the Glasgow City Region City Deal, the new bridge - 58 metres across - will act as a gateway to Sighthill and is a key connection in the wider active travel network linking the neighbourhood, the city centre and nearby communities in North Glasgow.

Last summer, the installation of the 1000-tonne main span of the bridge provided an amazing spectacle as it was moved into place overnight over Scotland's busiest road.

The distinctive appearance of that main span - made of weathering or COR-TEN steel - is another symbol of the regeneration of Sighthill. The material of the span will result in lower maintenance costs during its lifetime and reflects both the area's industrial heritage and the front of new buildings such as the Sighthill community schools campus.

Jonathan Brown, Head of City Deal at Glasgow City Council, said: "It is pleasing to see another City Deal project close to its completion, and another one that will make a real difference to people's lives. The Sighthill bridge over the M8 will deliver on our key aims of improving connectivity and supporting the transformation of this area - a flagship project in terms of the support the City Deal is giving to the regeneration of North Glasgow."

INFRASTRUCTURE PROJECT FUNDING AND EXPECTED SPEND VERSUS GRANT DRAWDOWNS

The table below shows the actual claims for 2021/22 of £47.5 million compared with the grant drawdowns received of £30 million in 2021/22.

City Deal Infrastructure Financial Monitoring Project Funding and Actual Spend versus Grants Drawdowns as at 31 March 2022

Infrastructure Authority/Project	Revised Project Funding £	Grant Allocation 2020/21 £	Grant Allocation Cumulative to 2021/22 £	Total Claim 2021/22 £	Cumulative Claim to date £
East Dunbartonshire - Place and Growth	34,881,000			806,003	915,305
Total East Dunbartonshire	34,881,000	302,993	357,993	806,003	915,305
East Renfrewshire M77 Strategic Corridor	43,974,473			83,393	13,097,000
Total East Renfrewshire	43,974,473	408,991	13,096,991	83,393	13,097,000
Glasgow Canal and North (Sighthill)	73,357,196			4,832,145	72,259,191
Glasgow Canal and North	15,941,000				8,107,954
Glasgow City Centre	115,520,000			2,153,331	16,922,637
Glasgow Clyde and Waterfront	113,900,000			4,794,099	14,131,950
Glasgow Collegelands	27,000,918			(415,118)	6,487,800
Glasgow MGSDP	40,158,306			4,978,832	31,354,138
Total Glasgow	385,877,420	14,946,656	136,059,656	16,343,289	149,263,670
Inchgreen	9,469,600			58,600	112,269
Inverkip	3,250,000				18,000
Ocean Terminal	9,699,978			3,284,462	7,763,440
Total Inverclyde	22,419,578	1,467,966	6,248,966	3,343,062	7,893,709
North Lanarkshire A8/M8	6,478,486			41,648	367,146
North Lanarkshire Gartcosh/Glenboig	6,223,203			199,283	6,223,894
North Lanarkshire Pan Orbital Transport Corridor	159,753,970			9,357,665	13,997,844
Total North Lanarkshire	172,455,659	5,276,691	15,047,691	9,357,665	20,588,884
Renfrewshire CWRR	90,636,000			6,031,888	21,701,888
Renfrewshire GAIA	39,049,000			5,000,534	34,073,675
Total Renfrewshire	129,685,000	4,145,905	46,474,905	11,032,422	55,775,563
South Lanarkshire Cathkin Relief Road	16,000,168			271,924	14,943,224
South Lanarkshire Community Growth Areas	60,299,998			2,665,256	18,219,820
South Lanarkshire Greenhills	27,688,011			2,753,509	25,503,409
South Lanarkshire Stewartfield Way	62,212,230			58,182	431,919
Total South Lanarkshire	166,200,407	3,226,926	52,428,926	5,748,871	59,098,372
West Dunbartonshire - EXXON					
Total West Dunbartonshire	27,897,000	223,872	2,350,872	439,863	2,676,297
Airport Access Project (Regional project)	143,953,140	-	2,934,000	58,990	2,992,690
TOTAL INFRASTRUCTURE	1,127,343,677	30,000,000	245,000,000	47,454,489	312,301,490

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 £1,874,098 for the financial year 2021/22.

The actual expenditure for the PMO office was £1,478,232, representing an under-spend of £395,866 mainly due to funded project expenditure delayed until 2022/23. The table below gives a detailed breakdown of the PMO budget.

Glasgow City Region: City Deal Programme Management Office Budget 2021/22 as at 31 March 2022

	Actual Costs to 31 March 2022 £	Revised Budget 2021/22 £	Budget Variance £
Salary Costs	1,033,771	1,207,771	174,000
Supplies	2,7959	10,700	7,905
Third Party Costs	441,666	655,627	213,961
TOTAL	1,478,232	1,874,098	395,866
There is a £274,326 carry forward from previous years			

CASE STUDY

Tollcross Burn Daylighting



Concealed after being culverted through Sandyhills Park in the 1950’s – last summer saw the completion of work to uncover a section of Tollcross Burn and restore it to its original route as part of a Glasgow City Deal project to reduce flood risk and build climate resilience.

The now daylighted burn which had been diverted underground to accommodate post-war house building, forms an appealing focal point within the park which will help alleviate flood risk during heavy rainfall events. Regeneration opportunities in the local area will also be stimulated as development limitations arising from previous drainage constraints have been taken away.

Poor quality woodland removed when work first started has been compensated for with a robust and high-quality landscape design scheme that will stimulate biodiversity and encourage wildlife. The nature-based design also includes the introduction of standard trees, woodland planting, shallow water (marginal) planting and meadow planting - all of which suit the natural surroundings of Sandyhills Park and offer enhanced outdoor space for locals and visitors.

Connectivity within the park has also been greatly improved, with the installation of a new footbridge over the burn and new footpaths which links the park with residential properties close by.

Glasgow City Region City Deal provided funding for the project at Sandyhills Park through the Metropolitan Glasgow Strategic Drainage Partnership (MGSDP) - alongside the Scottish Environment Protection Agency (SEPA) through their Water Environment Fund, and Scottish Water.

Through MGSDP City Deal investment, Glasgow is working with partners to deliver a programme of drainage schemes, targeting areas of the city where rainfall negatively impacts communities. The MGSDP is a partnership between public bodies and was founded in 2002 by Glasgow City Council, Scottish Water and SEPA, and has grown to include a wide range of local authorities, public and third sector bodies.

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 43 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 2022
Blue Green Infrastructure (square metres)	202,000	27,593
Properties with reduced flood risk	7,178	807
Public Realm created (hectares)	36	4
Public Realm Enhanced (hectares)	41	10.13
Land with reduced flood risk (hectares)	2,443	382
Carriageway with reduced flood risk (kilometres)	35	4
Cycle Routes created (kilometres)	61	9
Cycle Routes enhanced (kilometres)	4	1.25
Junctions (New)	6	3
Junctions (Improved)	109	18
Pedestrian Routes created (kilometres)	41	9
Pedestrian Routes enhanced (kilometres)	22	2
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	906	369
Total Area of Opportunity Sites (hectares)	633	213
Vacant and Derelict Land Brought Back into Use/Removed from SVDL Register (hectares)	166	12
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)	425,055	10,980
Non-residential Institutions [Class 10]	9,515	5,515
Number of New Residential Units	21,201	2,613
Number of New Private Housing Units	8,782	2,427
Number of New Affordable Housing Units	951	273

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 2022.

CONTRACTS

- A total value of £395.5 million in Tier 1 contracts awarded;
- £85.5 million of this total value was awarded to Small and Medium Sized Enterprises (SMEs), across 145 contracts;
- A combined contract value of over £137.5 million has been awarded to Glasgow City Region based businesses; and
- Contracts to the value of £54.50 million were awarded to SMEs based in Glasgow City Region..

COMMUNITY BENEFITS

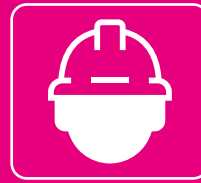
Through the awarding of these City Deal contracts, at the end of March 2022, a total of 1,556 community benefit opportunities were secured. These include:

- 272 jobs and apprenticeships;
- 786 skills and training opportunities;
- 105 actions to support local businesses;
- 214 additional vocational training opportunities; and
- £121,000 of financial support for community projects.

Further details on community benefits are shown in the table on page 45.

PROGRAMME TIER 1 CONTRACT AWARDS	OUTCOME ACTIVITY UP TO END MARCH 2022	
All Contract Awards	£395.5 million (across 437 contracts)	
Contracts Awarded to a GCR based company	£137.5 million (35% of total value of contracts awarded)	
Contracts Awarded to SMEs	£85.5 million (22% of total value of contracts awarded)	
Contracts awarded to GCR Based SMEs	£54.5 million (14% of total value of contracts awarded)	
COMMUNITY BENEFIT OUTCOMES	COMMITTED	DELIVERED TO DATE
New Entrants – City Deal Priority Groups	75	48
New Entrant Graduate - Full Time (from Priority Group)	29	20
New Entrants – Council Programme or Initiative	89	50
New Start - Apprentice (from Priority Group)	51	30
Apprentice - Transferred	28	20
Targeted Recruitment and Employment (total)	272	168
Work Experience Placement - Non School	135	63
Work Experience Placement - School	221	119
Work Experience Placement - Foundation Apprenticeship	6	3
Careers Event	162	99
Workplace Visit	178	129
School Mentoring or Enterprise Programme	41	17
MCR Pathways 1-2-1 Mentoring Programme	12	4
Taster Session - Delivery Partner Programme	24	5
Volunteering Opportunity - City Deal Priority Group	6	1
Training Programme	1	1
Targeted Skills and Training (total)	786	423
Supply Chain Briefing with SMEs	69	36
Business Mentoring for a SMEs	35	20
Business Mentoring with Social Enterprise	1	1
Supply Chain Development (total)	105	57
Vocational Training Qualification	214	160
Non-Financial Support for a Community Project	179	82
Financial Support for a Community Project	£121,600	£86,000

Apprentices help deliver ‘Scotland first’ renewable energy network



Since its conception, every aspect of AMIDS has been focused on a net-zero future. Researchers are working side-by-side with major manufacturers, innovating to help them work in a greener and more sustainable way; the district has excellent walking and cycling connections thanks to Glasgow City Region City Deal funding; and buildings and facilities at AMIDS are built following the latest sustainable design guidelines.

Now, developments at AMIDS are receiving heating and hot water 90% greener than a gas boiler through a state-of-the-art, fifth-generation low carbon heating network – the first of its kind in Scotland.

Dean Manson and Ewan MacBrayne, apprentices with FES Energy who built the network, have gained great knowledge and experience working on the district heating network project.

“I’ve thoroughly enjoyed working on this project as I am constantly learning new skills not only as an electrical apprentice, but also about Scotland’s efforts in transitioning to net-zero emissions for the benefit of our environment and our future,” said Dean.

Ewan added: “Working on the AMIDS project has enhanced my knowledge and new developments of energy technologies reducing the carbon footprint. It stands me in good stead for future energy projects to one day hopefully lead myself.”

The £7.1 million project is funded by Renfrewshire Council and by the Scottish Government’s Low Carbon Infrastructure Transition Programme.

Treated water, previously flowing into the White Cart river, is directed into a new energy centre at the Scottish Water Laighpark site in Paisley, and ambient heat is extracted and channelled through a 3.7 kilometre loop of underground pipes into the nearby district before heat pumps at each building upgrade this heat to suitable levels for heating and hot water.

Providing a cost-effective route to low carbon heating and, over time, funding its own running and maintenance, the network is future-proofed to supply new developments at AMIDS and potentially to be extended in the coming years.

Community benefits supporting communities in North Lanarkshire



North Lanarkshire Council’s City Deal Infrastructure Investment Fund programme will see investment of £240 million in key projects, including:

- the regeneration of the former steelworks site at Ravenscraig;
- strategic economic investment in employment sites at Mossend and Eurocentral on the A8/M8 corridor;
- sustainable transport improvements and improved connectivity between communities across North Lanarkshire; and
- employment and training opportunities in existing and new businesses.

This investment will bring significant economic and social benefits for the area – furthered by the delivery of contract community benefits which the council will use to maximise additional benefits to local businesses, people and communities.

In Motherwell town centre, £18.5 million is being invested in redeveloping the rail station, creating a sustainable transport interchange and improving public access on Muir Street.

With £4 million from Glasgow City Region City Deal, the project is being delivered as a partnership between the council, ScotRail, Transport Scotland, SPT and Network Rail.

ScotRail are contributing community benefits through the station works contract, including a project apprenticeship, support for a community

project, a rail industry careers event and learning initiative, and engagement with local schools on an art project.

A package of community benefits has been agreed with main contractor Balfour Beatty.

Local community groups were invited to put forward ideas for projects which could be supported by the Muir Street contract. Five projects have been agreed and will be taken forward during 2022.

In addition, Balfour Beatty are working with local schools to offer a work experience placement, mock interviews and participation in careers events during North Lanarkshire Apprenticeship Week.

Apprenticeship Week brings together employers, education providers and the council to raise awareness of opportunities among parents and young people. The 2022 event was supported by a number of consultants and contractors involved in Glasgow City Region City Deal projects including Aecom, Balfour Beatty, Amey, Sweco and Soil Engineering.

Clyde Climate Forest



In June 2021, the Clyde Climate Forest was launched with an ambitious goal to plant 18 million trees over the next decade – that's ten trees for every man, woman and child across Glasgow City Region. In the year Glasgow hosted COP26, the move was viewed as an ideal opportunity for the region to demonstrate its commitment to reaching Net Zero.

Since then, thousands of trees have been planted and multiple businesses have donated and signed up to the CCF Charter which demonstrates their commitment to reducing emissions across their business while supporting the fight against climate change.

Max Hislop, Director of Clyde Climate Forest said "Business, landowners and communities all have a role to play in reaching this ambitious target. Planting trees can help reduce our carbon footprint and strengthen communities but we need sponsorship and land to do it."

Northern Corridor Community Volunteers, one group involved in the project, have been planting trees in a field adjacent to Crowwood Golf Course as part of a wider project to create a mixed native woodland. The new trees will not only improve the local landscape but they will allow wildlife to flourish. This group, along with many others that are taking part in the project, are helping to increase woodland cover in the region from 17% to 20%, bringing a host of environmental improvements for the people and wildlife that live here.

NCCV Officer, Claire Williams says "The pandemic has brought into focus like never before the value of local spaces.

"The Clyde Climate Forest planting project brings people together to exercise, de-stress and engage with wildlife while providing a place for nature to connect, recover and thrive and we are grateful to play our part."

The Clyde Climate Forest is being delivered as part of the wider Green Network Blueprint, which incorporates both an Access Network for people, and a Habitat Network for wildlife.

The Habitat Network will focus on developing additional initiatives aimed at peatland restoration for CO2 absorption, grassland creation for pollinators and wetland enhancement for biodiversity and flood management. The Access Network will provide an attractive option for active travel and recreation via off-road greenways, reducing reliance on cars, cutting pollution and supporting healthier lifestyles.

Outlook: the year ahead



The period since March 2021 has continued to witness a number of challenges for the Region's economy and businesses, as a result of the pandemic and other external factors.

However, the year has also delivered some important successes and opportunities.

It was announced in February that Glasgow City Region has been selected as one of three areas across the UK to share £100 million in funding for a new innovation and research accelerator, as part of the UK government's Levelling Up plans. This will provide a fantastic opportunity for us to build on progress made in recent years, including our three Innovation Districts, and to take our innovation economy to the next level, leveraging in substantial private sector investment on the back of public sector funding. Our business case for investment, which will set out proposals for projects, will be completed and considered by the UK Government in the next few months.

The Region will also benefit from an injection of £73.9 million in funding over the next three years from the UK Government Shared Prosperity Fund - a funding stream that will replace the EU Structural funding. Work is now progressing to develop a detailed investment plan which will set out our proposals for this funding across all eight councils. This will recognise not only Regional oversight and direction, but also local delivery, ensuring an appropriate geographical spread of investment based on need and opportunity, and alignment with our Regional Economic Strategy. Once approved by Cabinet, it will be submitted to the government in the summer. This has the chance to be genuinely transformative for the city region.

We will move forward with the Regional Economic Strategy which was launched with government ministers in December. In the next few months we will share the action plan that will address the key challenges we face such as how we re-imagine our towns and city centres.

Glasgow delivered a successful COP26 at the end of last year, and a number of Regional initiatives were featured including the Clyde Climate Forest, the Climate Adaptation Strategy and the Greenprint Prospectus. In the months to follow, we will introduce further initiatives to support our environmental ambitions and commitments.

We will continue to drive forward the implementation of our £1 billion City Deal programme and can look forward to celebrating some major milestones. At Sighthill in Glasgow, the different elements of a new neighbourhood minutes away from the city centre are finally coming together with the new bridge in place, a new city park established and the housing all but complete. The north of the city is being re-invented with the SMART canal, already drawing regular awards and accolades, and land now remediated and made safe from flooding being brought back into productive commercial and residential use.

Over in Renfrewshire, a new innovation district - AMIDS is arising on the back of extensive City Deal remediation works which are now concluding. Ocean Terminal in Inverclyde continues to take shape on the banks of the Clyde and will strengthen the Region's destination tourism offer.

We look to the year ahead with a great deal of optimism, a clear direction of travel for our economic growth and resilience plans, our environmental ambitions and a firm resolution to achieve even greater successes.



Kevin Rush

Director of Regional Economic Growth

Glasgow City Region: Economy at a glance



£47.3 billion

total GVA - 4th largest
UK City Region outside
of London



72.2%

in employment - with rate
remaining steady
through Covid-19



4.65%

unemployment rate
rose by 0.6% in 2020, in line
with the UK average



+70,000

additional fibre broadband
connections since 2020



47.4%

proportion of working-age
population educated to a
degree-level



1.8 million

total population –
33.8% of Scotland