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<b>Report To:</b>	<b>Inverclyde Council</b>	<b>Date:</b>	<b>5<sup>th</sup> December 2013</b>
<b>Report By:</b>	<b>Corporate Director – Environment, Regeneration &amp; Resources</b>	<b>Report No:</b>	<b>IC/13/12/01/SJ/JH</b>
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<b>Subject:</b>	<b>Clyde Valley Infrastructure Investment Fund (CVIIF)</b>		

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## 1.0 PURPOSE

- 1.1 The purpose of this report is to provide an update on the CVIIF and to highlight the corporate implications of the Fund during both the current development phase and should the Fund successfully progress in the future.

## 2.0 SUMMARY

- 2.1 The City Deal process was initiated in 2011 as part of the UK Government's broader devolution agenda. City Deals seek to empower local areas to drive economic growth by putting greater resources and financial freedom into the hands of local leaders. A report on the City Deal Process was put before Inverclyde Council on 6 June 2013 where Council agreed to Officer participation at the "Gateway One" level of the process in the knowledge that there was no financial obligation at this stage.
- 2.2 The CVIIF will target projects under the three themes of Transportation; Regeneration and Housing that generate a net increase in Gross Value Added (GVA) at the Clyde Valley regional economy level. Whilst this fund potentially complements the work currently profiled by Riverside Inverclyde, its focus is very much on the Metropolitan City Region GVA.
- 2.3 All projects must support the wider purpose of the Fund which is to target economic growth in the Clyde Valley regional economy through increased GVA. Underneath this primary objective are secondary performance criteria or "Programme Minima" which includes:
- Geographic Spread: Every Clyde Valley authority should gain an average improvement in employment accessibility no less than half the average across the Clyde Valley Region as a whole;
  - Social Outcomes: Above average increases in employment connectivity should be delivered for the 25% most deprived areas (as defined in the SIMD) or for areas of high youth unemployment.
- 2.4 The following documents have been developed by KPMG and GCC on behalf of the Officers Group:
- Memorandum of Understanding detailing the roles and relationships of participating authorities.
  - The Outline Fee proposal from KPMG indicating the rates agreed through the Consultancy One Framework and the proposed allocation of costs to each Council, noting Glasgow's payment of Fees in the initial "Gateway One" stage.
  - Proposed Governance arrangements, noting the creation of separate

workstreams and the need to resource a Project Management Office.

- Recommended use of the Strathclyde Integrated Transport and Land Use Model (SITLUM) as the basis of a new Economic Modelling tool for evaluating infrastructure investments and the approach to calibrating the model.
- Adoption of “Programme Minima” as indicated in Paragraph 2.3, based on targeting investment on GVA increase with some programme level modification to secure benefits for the most disadvantaged datazones in the region.

The documents, are contained in Appendix 1.

- 2.5 Work on establishing the operating principles of the Fund is now complete and formal agreement to move to the subsequent stages of prioritising investment opportunities and developing a financial proposal for presentation to the Scottish and UK Governments is required by each of the Authorities who wish to remain involved. Governance issues do exist in respect of the Council allocating funds for projects outwith its operational boundary. Concern has also been raised in respect of a possible weighting of projects which are further from the economic centre.
- 2.6 Officers from the constituent authorities were asked to develop a list of projects which could be considered for inclusion within the fund which could potentially affect the metropolitan city regions GVA. Inverclyde initially submitted two projects for consideration however this was increased to eight projects, which are described in Appendix 2. The cost estimates were developed in conjunction with, and support from, Riverside Inverclyde. Appendix 2 also contains a list of all other local authority projects.
- 2.7 Subsequent stages in the CVIIF Gateway decision making process will have significant internal staffing and financial resource implications for the Council. Dedicated staff input from Regeneration & Planning, Finance and Legal Services will be required to effectively engage in the development of the Fund until the planned deadline of Easter 2014. As the Fund will operate over a minimum 10 year period the staffing requirement would be over the longer term.
- 2.8 If the Council decide to support the project a budget will need to be established to cover the costs of external advisors that would directly support Inverclyde’s project proposals alongside meeting Inverclyde Council’s contribution of £38,000 to the overall cost of £800,000 of consultancy support being provided by KPMG.
- 2.9 Depending on the financial model adopted, it is anticipated that a contribution of £6m per annum over the next 10 years would be expected from Inverclyde Council. This would require setting aside approximately 60% of the Council’s approved capital funding programme to contribute to the CVIIF, potentially putting agreed capital commitments at risk. The Council may also be required to undertake additional speculative borrowing to contribute to the wider CVIIF pot.
- 2.10 The economic model (SITLUM) proposed appraises the impact of schemes upon the City Region. The key criterion for judging schemes will be their impact upon the GVA of the Clyde Valley Region and small individual schemes are unlikely to result in significant changes to the Region’s GVA. Given the uncertainty in respect of the modelling as applied to Inverclyde Council projects, the likely return on investment is low at around £45m to £65m over the next 10 years. It may be more cost effective for Inverclyde Council to undertake the projects, rather than through the CVIIF.

### **3.0 RECOMMENDATIONS**

- 3.1 That the Council note the content of this report and the progress to date alongside anticipated timescales for further development of the CVIIF by Easter 2014.
- 3.2 That the Council give consideration to the significant financial and resource implications this Fund could have if successfully agreed with HM Treasury and Scottish Government

and if are minded to support participation in the Fund to the next stage agree to the proposals specified in paragraph 5.3 of the report.

Stuart Jamieson  
Head of Service – Regeneration and Planning

## **4.0 BACKGROUND**

- 4.1 At the end of 2012, Glasgow City Council undertook a “Scoping Study” to assess the applicability of an Infrastructure fund modelled on the “City Deal” approach of the UK Government and English Core Cities.
- 4.2 The CVIIF would see the 8 Clyde Valley local authorities working collaboratively under a City Deal type initiative which pools capital resources from its members and seeks further Government financial support to take forward regionally significant capital projects over a likely 10 year timescale. A key component of the Fund is the possibility to arrange an ‘Earn Back’ deal with HM Treasury, which would be linked to any uplift in GVA generated by the project activity of the Fund.
- 4.3 In April 2013, Glasgow City Council contracted with KPMG to begin the process of developing a Fund model. During June 2013, each of the Clyde Valley authorities agreed to participate in the first stage of the design process and to dedicate the necessary Officer time to establishing the outline principles of the Fund.
- 4.4 A ‘long list’ of project proposals were put forward by Inverclyde Council for further consideration as outlined in the table appended. A review and refinement of infrastructure areas resulted in two projects being considered for inclusion in a ‘medium list’ in November this year with a final prioritised list of projects by end of January 2014.
- 4.5 Due to the regional focus of the Fund, the Council would have to be at ease with contributing to projects that may not be located within Inverclyde, albeit a proportion of the benefits from such projects would be experienced by our residents and within the local economy. Governance issues do exist in respect of the Council allocating funds for projects out with its operational boundary however these have been addressed in the past through justification on a case by case basis.
- 4.6 If the Council decide to support the project a budget will need to be established to cover the costs of external advisors that would directly support Inverclyde’s project proposals alongside meeting Inverclyde Council’s contribution of £38,000 to the overall cost of £800,000 of consultancy support being provided by KPMG.
- 4.7 Projects which are to be considered for evaluation will require to have fully worked up options appraisals carried out on them. At this stage, given we do not know how many projects are likely to be taken to this stage it is difficult to estimate a cost for providing external support, these costs could amount to up to £50,000. At this moment in time however only two Council projects have reached the medium list, so a cost estimate for working these up would be £10,000. Both of the identified projects are within the operational geographies of Riverside Inverclyde, so further dialogue is required regarding appropriate funding of this task.
- 4.8 Depending on the financial model adopted, it is anticipated that a contribution of £6m per annum over the next 10 years would be expected from Inverclyde Council. This would require setting aside approximately 60% of the Council’s approved capital funding programme to contribute to the CVIIF, given the Council’s commitment to the SEMP model over the next 10-15 years it is unlikely that this commitment could be given. The Council may also be required to undertake additional speculative borrowing to contribute to the wider CVIIF pot.

## **5.0 FINANCE**

- 5.1 The Financial Model is very high level and aspirational and does not appear to recognise the financial situation which Councils face. Over 50% of the Council’s current level of Capital Grant is already committed to the SEMP for the next 20 plus years with the balance (and more) being required to maintain the Council’s Asset Infrastructure. Therefore the Council’s contribution would require to be fully funded by prudential Borrowing or Reserves.

5.2 £6.0 million would require approximately £450k extra every year to be added to the Revenue Budget. The amount of funding set aside for Riverside Inverclyde from 2017/18 reduces to £900k which, if fully allocated to this initiative, could sustain 2 years funding based on figures provided.

### 5.3 Financial Implications – One off Costs

Cost Centre	Budget Heading	Budget Year	Proposed Spend this Report	Virement From	Other Comments
Earmarked reserves Riverside Inverclyde	Contingency	2013/14	£38,000		KPMG Costs
	Project Costs	2013/14	Up to £10,000		Project appraisal costs met by RI (Subject to further discussion)

### Financial Implications – Annually Recurring Costs/ (Savings)

Cost Centre	Budget Heading	With Effect from	Annual Net Impact	Virement From (If Applicable)	Other Comments
Not known		2014/15	£6m		Capital funding allocation, prudential borrowing and Reserves subject to a further report

## 6.0 CONSULTATIONS

6.1 Legal and Finance Services have been consulted in addition to the Corporate Management Team.

## 7.0 REPOPULATION

7.1 The CVIIF is supportive of the Council's repopulation agenda.



**Clyde Valley Infrastructure Fund**

**Programme Minima:  
Approach and data selection**

KPMG LLP

Draft for discussion – 5 August 2013

*This report contains 5 pages*

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# **1 Programme Minima**

## **1.1 Introduction**

At the start of the year, Glasgow City Council undertook a scoping study to explore the creation of an infrastructure fund (the Clyde Valley Infrastructure Fund, or CVIF) and associated “earn back” deal similar to that agreed between the UK Government and the ten authorities of Greater Manchester. In essence, the deal involves Councils identifying a programme of infrastructure investment prioritised to drive economic growth (measured in terms of GVA, or jobs and productivity). In return, the UK government agrees to give the Councils a share of the increase in net national tax revenue generated within the local geography. That funding is then re-invested in the fund to ensure a long-term rolling fund of investment that can deliver sustained economic growth.

The scoping study was shared with other Clyde Valley Councils. Leader, Chief Executive and working group sessions have taken place over April to June to explain the infrastructure fund approach and all councils have agreed to participate in developing the concept further for the Clyde Valley, with two of the Councils putting papers to their full Council in August – the remainder did so in June.

If a City Deal is to be struck, then the aim is to do so by Easter 2014.

## **1.2 Purpose of this paper**

As stated in the introduction and laid out in the Scoping Study, there is a consensus that – given the purpose of the Fund should be to target economic growth – Gross Value Added (GVA) should be the lead objective against which all potential projects are appraised. Additionally, the fund programme will be subject to a set of minimum outcomes, building on the models developed by the English Core Cities.

This paper sets out the “programme minima”: measures that will shape the overall package of economic infrastructure schemes to be supported by the proposed Clyde Valley Infrastructure Fund. Simply put, the programme minima can be defined as the “must-have” benefits that the CVIF should be capable of delivering alongside the lead GVA economic growth objective to ensure that all participant areas benefit from being part of the Infrastructure Fund and City Deal.

This paper reviews what has been agreed to date regarding these secondary objectives or “programme minima” and outlines the next steps required to assess their impacts within the economic model.

## **1.3 What has been discussed to date**

At the Clyde Valley workshop on 6 June 2013, Chief Executives discussed three potential programme minima for the Clyde Valley Infrastructure Fund as set out in the KPMG paper (*Programme Minima*, from 4 June 2013). The options discussed were:

- **Geographic spread:** Every Clyde Valley Region authority should gain an average improvement in employment accessibility no less than half the average across Clyde Valley Region as a whole.
- **Social outcomes:** Two separate options were discussed to target social and community objectives.
  - **Deprived communities:** Above average increases in employment connectivity should be delivered for the 25% most deprived areas as defined by the Scottish Index of Multiple Deprivation (SIMD).
  - **Youth unemployment:** Above average increases in employment connectivity should be delivered for areas with high youth unemployment.

Two possible measures were discussed for youth unemployment: (a) SIMD data on 16-19 year olds not in education, employment or training; and (b) Job Seekers Allowance (JSA) claimants aged 18-24. Both measures gave broadly similar results.

In discussing the possibility of having a youth unemployment programme minimum, the Chief Executive discussion took into account the following points:

The KPMG paper showed that there was not an exact correlation between areas with high deprivation and levels of youth unemployment and that the strength of this correlation varied significantly across local authority areas. This is further addressed below:

- Targeting solely areas with high deprivation levels could therefore neglect some areas with high youth unemployment and vice-versa.
- However, creating a separate programme minimum for each would add an additional layer of complexity and cost to achieving an investment programme that maximises GVA.
- There is also a practical constraint in that the geographic location of youth unemployment hotspots is variable over time.
- Additionally, Chief Executives recognised that there are a number of regional and national initiatives already targeting youth unemployment.

For these reasons, Chief Executives agreed to the first two programme minima, one aimed at ensuring the geographical spread of the programme and the other targeting employment connectivity for deprived communities using the SIMD's 25% most deprived data zones within the Clyde Valley Region. This measure of deprivation covers nearly one quarter (23%) of the population if all authorities participate. It is essential the proportion of the population targeted not increase above this figure, if the fund is to achieve its overall objective of maximising GVA for the region.

On youth unemployment, while recognising that youth unemployment (in addition to and distinct from deprivation) is an important issue for Councils, Chief Executives felt it should not form a minimum applied across the whole programme. Instead, they agreed that each local authority should be able to take a view on the relative priority of youth unemployment within their area and be able to substitute zones of particularly high youth unemployment to replace deprived data zones, provided the population targeted does not exceed the cap within each local authority established by the deprivation measure. This

allows councils to target youth unemployment “hot spots” with the least amount of complexity and without compromising the overall objective of the fund.

KPMG were asked to devise a methodology to give this local discretion practical effect. The following section describes the proposed approach.

#### **1.4 Approach to targeting social outcomes**

As outlined above, the correlation between high deprivation and youth unemployment is imperfect. This means that there are areas with particularly high levels of youth unemployment that lie outside of zones targeted by the deprivation programme minima.

In developing the approach, the methodology uses 2 key definitions:

- Youth unemployment is based on the SIMD data on 16-19 year olds not in education, employment or training. This measure is therefore using the same SIMD data set as for the deprivation index (as opposed to JSA claimants aged 18-24) and the target age group more accurately reflects Council’s objectives
- Youth unemployment “hot spots” are those datazones where the rate of 16-19 year olds not in education, employment or training is greater than 20%.

The following table summarises the number of youth unemployment hotspot datazones by local authority areas that are not already covered by the SIMD’s 25% most deprived zones in the Clyde Valley. For example, North Lanarkshire has 91 deprived datazones which would be covered by the programme minima, but an additional 16 zones with high youth unemployment. It would then be open to North Lanarkshire to decide to target some or all of these high youth unemployment zones by taking out a number of deprived datazones from the programme minima and replacing them with high unemployment zones.

As discussed above, the aim is to ensure that the targeted population metric of 23% does not increase otherwise there will be an unacceptably high opportunity cost in terms of what the fund can deliver against the lead economic objective of maximising GVA for the region. Datazones do not have equivalent population numbers so care will need to be taken in swapping any zones that the overall population level is not affected.

Officers should note that including all the youth unemployment hotspots without reducing the deprived zones would push the population covered up to 26%.

Working age population in deprived zones and youth unemployment hotspots						
Local authority	Deprived zones <sup>(i)</sup>	Population in deprived zones <sup>(ii)</sup>	Population targeted	Zones with high youth unemployment <sup>(iii)</sup>	Youth unemployment hotspots <sup>(iv)</sup>	Population in hotspots
Glasgow City	279	145,000	36%	114	22	60,200
North Lanarkshire	91	40,400	20%	60	16	25,500
South Lanarkshire	51	24,100	12%	42	15	19,600
East Renfrew shire	7	3,000	6%	4	2	1,600
Renfrew shire	48	21,600	20%	26	1	12,700
Inverclyde	42	16,600	34%	10	2	3,400
West Dunbartonshire	28	13,000	23%	18	2	8,600
East Dunbartonshire	3	1,500	2%	2	2	1,000
<b>Total</b>	<b>549</b>	<b>265,200</b>	<b>23%</b>	<b>276</b>	<b>62</b>	<b>132,600</b>

Source: KPMG analysis of SIMD 2012 data

Notes:

- (i) Number of zones that are within the 25% most deprived in the Clyde Valley
- (ii) All population figures are based on working age population (Men aged 16-64; Women aged 16-60)
- (iii) The SIMD defines youth unemployment as people aged 16-19 not in full time education, employment or training  
"High" youth unemployment levels have been defined as >20% of 16-19 year olds not in education, employment or training
- (iv) Youth unemployment hotspots represent any zones not already included within the measure of deprivation

## **2 Next steps for local authorities**

The data workbook accompanying this paper sets out the data on pockets of high youth unemployment, so that each council can determine if there are areas of youth unemployment they would like to target within the overall constraint that the level of overall population targeted should not exceed 23%.

The next steps are therefore:

- For local authority leaders to decide whether they wish to specifically target youth unemployment hotspots in their area and, if so, choose individual data zones with high levels of youth unemployment they wish to substitute for deprived datazones, ensuring the population targeted within their local authority does not increase. Final zone selections should be agreed by the end of August, allowing time for discussion and agreement within each local authority area.
- KPMG will review the data zones to ensure consistency and feasibility with the economic model.
- Final sign-off for programme minima will occur at the October workshop with Chief Executives.



**Glasgow City Council**

**Clyde Valley Infrastructure  
Fund  
Options for governance structure**

KPMG LLP

Draft – 6 September 2013

*This report contains 6 pages*

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## Basis of preparation

This report has been prepared in accordance with the terms of our engagement, exclusively for the benefit and internal use of Glasgow City Council and does not carry any right of publication or disclosure to any other party.

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The information in this report is based upon publicly available information, information provided to us by Glasgow City Council and information provided to us on a non-attributable basis from third parties. It reflects prevailing conditions and our views as of this date, all of which are accordingly subject to change. In preparing this report, we have relied upon and assumed, without independent verification, the accuracy and completeness of the information upon which the report is based, including that available from public sources and that provided by third parties.

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## **1 Purpose of paper**

Glasgow City Council (GCC), together with 7 partner Local Authorities, is progressing plans to develop an Infrastructure Fund (the Clyde Valley Infrastructure Fund, or CVIF) which will enable it to fund a programme that aims to increase economic Gross Value-Added in the region, as well as supporting geographic and social outcomes. GCC and its partners are currently identifying projects that could form part of the CVIF, with a view to developing and refining this list as more detailed information on the projects and the benefits they will deliver becomes available.

GCC and its partners are targeting agreement on a CVIF deal with HM Treasury and other relevant organisations by Easter 2014. The purpose of this paper is to describe a potential governance structure that could be used to assist GCC and its partners in managing the required activities so that it can meet this objective.

## 2 Rationale for governance structure

Development of the CVIF will entail collating and analysing detailed economic and financial information on projects across 8 partner authorities, as well as developing funding and financing options and deciding how best to implement a fund across the Clyde Valley region. The CVIF is intended to be designed such that benefits are delivered by, *inter alia*, improving connectivity and links between its partners. There will therefore be a requirement to manage the process between GCC and its partners in an efficient manner.

There will additionally be a requirement to engage coherently and in a timely manner with external stakeholders, including but not limited to HM Treasury, Scottish Government and the Cabinet Office.

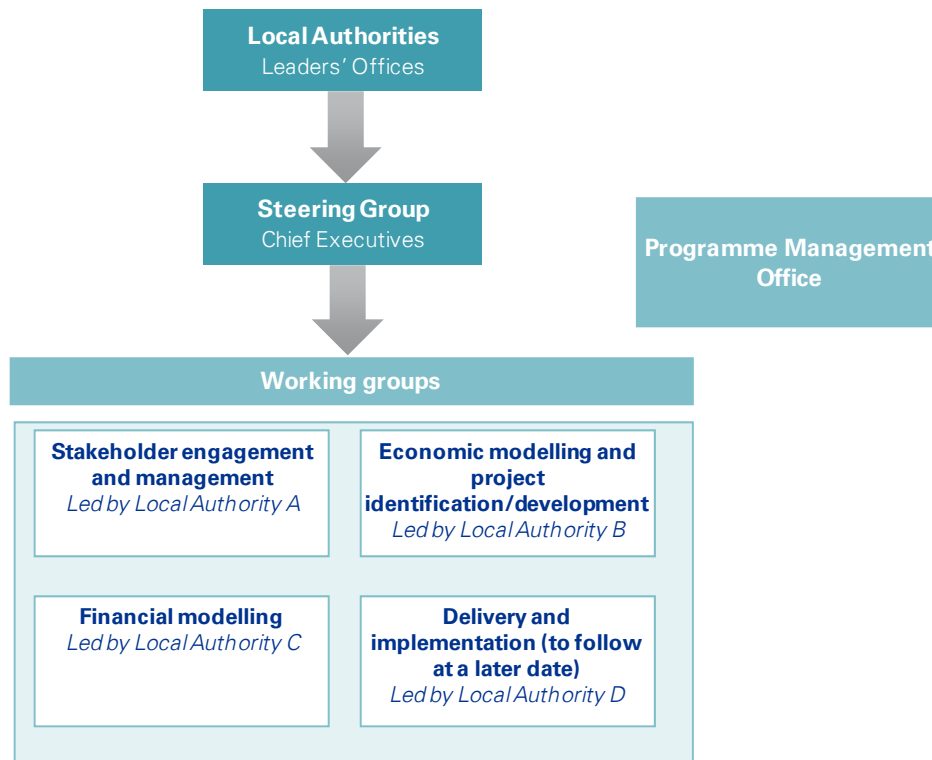
In this context, an effective and efficient governance structure is considered crucial in successfully negotiating and agreeing a deal. The rationale for establishing a governance structure includes:

- It will provide a means of defining and establishing working groups with responsibility for progressing tasks in identified technical areas. These working groups will be responsible for undertaking activities within their remit and reporting back to the wider group;
- It will be a means of fostering cohesion between and partnership across the partner authorities, and provide recognised forums in which any concerns/issues that partners may have may be raised and resolved;
- It will provide a mechanism by which working-group level sign-off can be obtained and elevated to Chief Executive/political leader level for their sign-off; and
- It will ensure that work can be identified, prioritised and undertaken to allow GCC and its partners to meet the desired timeline.

Defined governance structures have been successfully used in developing and delivering City Funds in other parts of the UK, including Greater Manchester and South and West Yorkshire. They have been a critical means of gaining momentum and ensuring cohesion between the fund partners.

### 3 Example governance structure for Clyde Valley Infrastructure Fund

The development of the CVIF will need to be supported by a dedicated team across the authorities within, scope and a sizeable technical work programme. An example governance structure is provided and described below.



The governance structure will be managed by a Steering Group that exercises oversight over the programme, composed of Chief Executives reporting to political leaders. This Steering Group will be supported by a number of technical working groups over the life of the gateway process.

A key factor in successful delivery of the programme will be the **Programme Management Office (PMO)**, which will be charged with ongoing administration, management and coordination of the activities undertaken by the working groups, as well as liaison with the Steering Group, Leaders' Officers and external stakeholders. An adequately resourced PMO is a crucial component in administering large, complex programmes and frequently fulfils a dual role of information hub and central management function. The PMO could be led by one authority but is likely to include resources (on at least a part-time basis) from all participating authorities. The scale of information and centralisation required mean that the PMO will be critical to the success of the fund and it is crucial that it is properly resourced.

A potential structure for the working groups (based on successful precedents from other City Deals), together with suggested areas of responsibility, is provided below. It is recommended that each working group be led by a representative from a partner authority so that the partners share responsibility for reaching their overall objective and that the process is perceived to be as inclusive as possible.

- **Steering Group:** to provide overall strategic direction and manage the input of working groups. This group would normally be constituted of Chief Executives (or delegated representatives) of partner authorities.
- **Stakeholder engagement and management:** to ensure that stakeholders are consulted and managed effectively and that as broad a coalition of support for the CVIF as possible is built. This working group will be crucial in communicating the rationale, benefit and objectives of the CVIF to stakeholders and as such its members are likely to have experience of sponsoring major projects and coalescing support from different sources. Stakeholders to be engaged and managed will include HM Treasury, Scottish Government, Cabinet Office, Scottish Enterprise, Clyde Gateway, Strathclyde Partnership for Transport (SPT) and Transport Scotland.
- **Economic modelling and project identification and development:** to oversee the development and use of the existing economic model (currently owned by SPT) in conjunction with technical consultants, in order to consistently and robustly quantify the economic impact of different projects on the fund's lead metric of increasing GVA and subsidiary geographic spread and social deprivation/youth unemployment programme-minima. This working group is likely to comprise authority representatives with an interest and background in economic development and/or regeneration.

This working group will also be responsible for development of project specifications (e.g. the design of a transport scheme, housing and regeneration option, together with utilities and related initiatives) and oversight of the inputs required for both the financial and economic modelling suites.

- **Funding and finance:** to identify funding sources in-play and their long-term baselines (including local contributions), as well as working closely alongside financial and economic advisors to robustly and transparently model the whole life costs of different schemes, in order to develop funding package scenarios. This working group is likely to consist of individuals with a leadership role in managing local government finances, for instance Section 95 officers.
- **Delivery and implementation:** focused on the practicalities of delivery of a fund programme once it is agreed, and on monitoring progress against the envisaged benefits. This working group should come after other workstreams, since it is necessary to define the strategy before deciding what is necessary to deliver it

Experience elsewhere suggests that delivering a fund programme is a major undertaking, especially if the aim is to reach agreement quickly. Experience from other funds (for instance Greater Manchester) also suggests that the working group model is an effective means of building and maintaining support for the fund amongst the participating authorities.



It is proposed that once a working group has signed off a key activity, that activity be elevated to the Steering Group for its authorisation to proceed.

GCC and its partners will also need to identify the required amount of resources and expertise for each of these technical elements, and determine the extent to which external support is required.

[DN this is a live document and will be updated as the programme develops, potentially to include allocated responsibilities and options for voting mechanisms that could be used by the partner authorities].

## 4 **Legal form and structure**

A key consideration as the programme evolves and as the governance structure develops will be the legal form that the partners adopt and how they elect to allocate voting rights. Appendix 1 is reproduced from the Scoping Study that was issued earlier this year, and contains an overview of the governance arrangements adopted by Greater Manchester, Leeds and Sheffield.

The specific structure for the Clyde Valley Infrastructure Fund will be developed once there is confirmation of constituent authorities and a clear view of which organisations will be involved.



## 5 **Appendix 1: Governance structures adopted in other City Funds (from Scoping Study)**

### *Greater Manchester*

The Greater Manchester Combined Authority (GMCA) was established on 1 April 2011 and consists of ten indirectly elected members, each a directly elected Councillor from one of the ten local authorities that comprise Greater Manchester. GMCA is a strategic authority with powers over public transport, skills, housing, regeneration, waste management, carbon neutrality and planning permission. Functional executive bodies, such as Transport for Greater Manchester (TfGM), are responsible for delivery of services in these areas.

The authority derives most of its powers from the Local Government Act of 2000 and the Local Democracy, Economic Development and Construction Act of 2009. The GMCA elects a Chair and Vice-Chair from amongst its members. Each member has one vote, and all matters arising before the GMCA are decided by a simple majority vote. However, in practice any large scale funding decisions (for example the scale of local contributions to the fund) done by unanimous consent of all 10 local authority leaders.

Six commissions have been established to administer the new responsibilities of GMCA: The Commission for the New Economy (CNE); The Planning and Housing Commission; The Environment Commission; The Health Commission; The Public Protection Commission; and The Improvement and Efficiency Commission. It is intended that, with the exception of the Improvement and Efficiency Commission (which consists entirely of local authority members), each is formed of a mixture of elected members and representatives from other partners, including the private sector, other public sector agencies and the voluntary sector. Seats are shared between the local authorities as equally as possible, with no local authority having more than one seat on each commission, again with the exception of the Improvement and Efficiency Commission (which will have all authorities represented). The decisions of each commission require approval by the members of the GMCA.

Instead of a commission, Transport for Greater Manchester (TfGM) has been created as the executive body of the GMCA for the execution of transport functions. Operating with powers comparable to Transport for London, TfGM is the executive agency responsible for the running of Greater Manchester's transport services and infrastructure such as Metrolink and subsidised bus and rail services; carrying out transport and environmental planning, and is responsible for investments in improving transport services and facilities. The organisation has replaced the Greater Manchester Passenger Transport Executive (GMPTE) and also absorbed the previously separate ITA Policy Unit, the GM Joint Transport Unit, the GMTU and GMUTC.

The costs of the GMCA are met by its constituent councils and direct government grant. As a precepting authority, TfGM has powers to raise a levy from the revenue budgets of the ten constituent councils.

There are also plans to establish a Greater Manchester Housing Investment Board with government and the Homes and Communities Agency to use national funding, local investment and public land assets to boost housing development.

Greater Manchester's LEP is also a key component of its revised governance arrangements, as it provides a forum for a single conversation with business leaders. This enables then to play a more active role in securing economic growth. Political leadership is secured through the Combined Authority and decisions are cleared by the LEP. The Combined Authority is the accountable body for LEP funding, as opposed to having to nominate a local authority to take on this role as is the case in other LEP areas.

#### *Leeds City Region*

The Leeds City Region (LCR) Partnership has been working together for nearly eight years, and has an accountable decision making structure in the form of the Leaders' Board, which brings together the Leaders of eleven Local Authorities. The Leaders' Board was established as a Joint Committee in April 2007, making it the first legally constituted city region body.

Each of the councils empowers the board to discharge on their behalf the power to do anything it considers likely to achieve the promotion or improvement of the economic well being of the LCR, together with such additional functions as the respective constituent councils may determine from time to time.

The Leaders Board is governed by a set of annually agreed procedures and protocols. Voting is on the basis of one member one vote, and all matters are decided by a simple majority of those members voting and present in the room at the time the question is put. The board meets in public in order to bring transparency to decision making. Leeds City Council is the relevant accountable body.

Five sub-boards or panels have been set up by the board to advise it on specific LCR matters. The panels, which currently have no executive powers, are: the Joint LCR Homes and Communities Agency Board; the Employment and Skills Board; the Transport Panel; the Business Innovation and Growth Panel; and the Green Economy Panel. The panels are formed of a mixture of elected members and representatives from other partners, including the private sector, other public sector agencies and the voluntary sector.

Like Greater Manchester, the LCR LEP is a key component of city regional governance. It was established between local government and private sector business with a shared interest in promoting economic growth and competitiveness in the city region in April 2011. The LEP Board, in liaison with the city region Leaders' Board, oversees the preparation and implementation of the LCR Partnership's Integrated Strategy and Investment Plan. The Leaders' Board and LEP Board have jointly agreed the activities upon which, for the time being, they will lead respectively. The Leaders' Board sets the direction and oversees delivery in transport and housing, regeneration and planning and transition to the green economy, whilst the LEP Board leads on employment and skills and business innovation and growth. Work to transition to a green economy is led jointly by the Leaders' Board and the LEP Board. However, the LEP Board, until such time as

its status may change, remains accountable to the Leaders' Board. Leeds City Council is the accountable body for LEP funding.

As part of the City Deals process (and the establishment of an infrastructure fund), the LCR Partnership has committed to starting the process to establish a West Yorkshire Combined Authority covering Bradford, Calderdale, Leeds, Kirklees and Wakefield. Other local authorities could also join, so in future this could expand to cover the whole LEP area. The LCR consider a key advantage of the Combined Authority model to be its joint governance arrangements for transport, economic development and regeneration, which allow for strategic prioritisation across West Yorkshire.

*Sheffield City Region (Sheffield City Region Investment Fund)*

Following a governance review, the nine Sheffield City Region (SCR) local authority leaders have agreed to establish a Combined Authority which reflects the geography of the SCR. The Combined Authority, which is expected to commence in April 2014, will be known as the SCR Authority and it will begin to operate in shadow form from May 2013.

The SCR Authority will be responsible for decision making in relation to the Sheffield City Region Investment Fund (SCRIF). To satisfy the Department for Transport (DfT) that SCR is able to take responsibility for devolved major scheme transport funding, it must also establish an SCR Local Transport Body (LTB).

The SCR Authority will also establish a SCR Investment Board, which will act in an advisory capacity to the SCR Authority on the SCRIF and the LTB. The Investment Board is likely to comprise a combination of elected members, private sector representatives and technical expertise. The existing SCRIF Steering Group (comprised of senior local authority officers from across SCR) is continuing to provide advice and support on the SCRIF until the SCR Investment Board is established.

The SCR Authority will also be the Local Transport Authority (LTA) for South Yorkshire. It will establish a Joint Transport Committee, which will be called Transport for Sheffield City Region (TfSCR), and may delegate some or all of its LTA powers to this body. As a minimum, the Joint Transport Committee will operate in an advisory role to the SCR Authority in matters concerning LTA business.

The SCR Authority, in its function as the LTB, will consist of thirteen full voting members. Eleven will be elected local authority leaders or mayors, and as such elected members hold a majority on the LTB and cannot be outvoted. All full voting members will have one equally-weighted vote.

When the SCR Authority operates in LTB mode, both the SCR LEP and the D2N2 (i.e. Derby, Derbyshire, Nottingham and Nottinghamshire) LEP will have a single vote, weighted equally to the vote of each local authority member. The LEPs will not have voting rights as standard on the SCR Authority, but the authority may choose to give voting rights to the LEPs on matters it deems appropriate.

A central independent appraisal team will be located within the SCR Executive Team to assess individual business cases and make independent recommendations for decision by the SCR Authority. Investment decisions will ultimately remain the remit of the SCR Authority. Consequently, local authority or other members who represent the scheme promoter for a business case will be asked to withdraw from decisions regarding that business case or the approval of a specific scheme.

Leeds City Region LEP will be invited to attend the SCR Authority as an observer, given the close links between the two functional economies, overlap in economic geography (e.g. Barnsley MBC) and the potential impact on both city regions of major local infrastructure investments.

**SCHEDULE 1****CITY DEAL INITIATIVE****CLYDE VALLEY COMMUNITY PLANNING PARTNERSHIP****JOINT ECONOMIC ACTION PLAN**

**THEME -** Developing project expertise in new funding programmes

**CONTEXT**

The Clyde Valley Community Planning Partnership faces a number of challenges in relation to securing external funding from Scottish, UK and EU sources to deliver on the economic strategy. There will be particular pressures on sources of capital funding over the foreseeable future due to:

- Constraints on conventional domestic sources of capital funding; and
- A continuing move away from support for physical works in terms of ERDF support.

This calls for a more innovative approach to be undertaken through the following proposed actions. In addition the people as well as the place based elements of the strategy should be covered in the Action Plan.

<b>ACTION</b>	<b>DESCRIPTION AND PROGRESS</b>	<b>LEAD AGENCY</b>	<b>TIMESCALE</b>
Investigate possibility of a "City Deal" for the CVCPP area	<p>"City Deals" have already been put into place in the 8 largest urban area in England outside London. The most relevant feature of this initiative is the "earnback model" through which capital projects are undertaken on the basis of the additional GVA (and hence taxes) that they will generate. Glasgow City Council commissioned a feasibility study in December 2012 which was completed in April 2013.</p> <p>To proceed agreement with both Scottish Government and UK Treasury would be required</p>	Glasgow City Council	Decision on whether and on what scale to proceed to be taken by end 2013
<p>Shape Scottish EU Funding Programmes for 2014-2020</p> <p>a) ERDF actions</p>	<p>It is likely that there will be a significant reduction in the total amount of ERDF available in Scotland in 2014-2020. The Scottish Government has not hitherto proposed any explicit spatial targeting of these monies and there will be no urban regeneration priority as is currently the case.</p> <p>There may however be an element of urban ring fencing in the EU regulations which will oblige the Scottish Government to a degree of minimum ERDF allocations for actions in urban areas. If this comes into force the task would be to</p>	Glasgow City Council/WOSEF	First formal Consultation launched May 2013 with a deadline for responses et for 30 <sup>th</sup> June 2013– new programmes expected to become operational by the end of 2014

	ensure that the CVCPP area secures an equitable share of this earmarked funding and that it should be the responsibility of local partners (perhaps through the proposed Integrated Territorial Investment instrument.) to manage such funds.		
Shape Scottish EU Funding Programmes for 2014-2020  b) Financial Engineering Instruments (FEIs)	<p>The European Commission has an expectation that there will be greater use of FEIs in the 2014-2020 especially in “more developed” parts of the EU such as Lowland Scotland.</p> <p>Regrettably the implementation of the current JESSICA (SPRUCE) programme has been so slow that it is impossible to judge at the present time whether this should be replicated or expanded in the forthcoming period.</p> <p>In terms of support for SMEs it is important that FEI support of the type currently provided via the West of Scotland Loan Fund should continue in 2014-2020</p>	Glasgow City Council/WOSEF	First formal Consultation launched May 2013 with a deadline for responses et for 30 <sup>th</sup> June 2013– new programmes expected to become operational by the end of 2014
Shape Scottish EU Funding Programmes for 2014-2020  c) ESF actions	<p>It now appears that the overall level of ESF resources for 2014-2020 may be broadly the same (or only slightly reduced) as for 2007-2013. The keys tasks are to:</p> <ul style="list-style-type: none"> <li>• Ensure that ESF supported employability are primarily delivered through CPP structures; and</li> <li>• That allocations to each CPP are based on need</li> </ul>	Glasgow City Council/WOSEF	First formal Consultation launched May 2013 with a deadline for responses et for 30 <sup>th</sup> June 2013– new programmes expected to become operational by the end of 2014
Shape Scottish EU Funding Programmes for 2014-2020  d) Youth Employment	<p>The West of Scotland (of which the CVCPP area forms the major part) has qualified for additional EU support for Youth Employment according to data released by Eurostat on 22<sup>nd</sup> May 2013</p> <p>The task here is to make sure that these funds used to fund additional activities to those that would have been available via mainstream ESF in the first place.</p>	Glasgow City Council/WOSEF	To be aligned with the development of structural fund programmes as indicated above

**CLYDE VALLEY COMMUNITY PLANNING PARTNERSHIP****JOINT ECONOMIC ACTION PLAN****THEME - Making Glasgow Airport an accessible and well connected Transport Hub****CONTEXT**

The Clyde Valley Community Planning Partnership Economic Strategy identifies Glasgow Airport as a major regional asset and driver of economic growth within the City Region. In 2012, Glasgow Airport enjoyed its busiest year since 2009 with almost 7.2 million passengers travelling through the airport, representing an annual increase of 4.2%.

Much of the growth can be attributed to the airport's success in introducing a host of new routes and services including direct flights to Amsterdam, Barcelona and Rome, which contributed to a strong demand for international travel. Domestic and international traffic for 2012 was up 2.1% and 6.4% respectively. The airport is thus the major international gateway into the region.

In addition the airport area has been identified in the structure plan as of strategic importance in terms of attracting and accommodating developments for which proximity to the airport is a key driver.

<b>ACTION</b>	<b>DESCRIPTION AND PROGRESS</b>	<b>LEAD AGENCY</b>	<b>TIMESCALE</b>
Develop options for improved surface access to the airport	STAG appraisal underway	Renfrewshire Council	Draft findings prepared – being finalised
Explore development potential of the Glasgow Airport Investment zone	Consultants appointed to identify options for Glasgow Airport Investment Zone in March 2013	Glasgow Airport Renfrewshire Council Glasgow City Council Scottish Enterprise	Options report to be completed by July 2013





## CLYDE VALLEY COMMUNITY PLANNING PARTNERSHIP

### JOINT ECONOMIC ACTION PLAN

#### THEME - Growth: Stimulating economic growth and strengthening the business base

#### CONTEXT

The Clyde Valley Community Planning Partnership (CV CPP) published a refreshed strategy for the city region in April 2011 with the ambitious vision of the region becoming one of the fastest growing city regions in the UK. One of the key objectives under the Economic Growth theme is to develop the City Region's strengths in key sectors. The Action Plan subsequently developed to progress delivery of the strategy identified Tourism as one of the key sectors where there could be benefits to be gained from working together at a Clyde Valley Level. The specific actions identified relate to:

- Maximising economic cross border opportunities from large scale events taking cognisance of the Scottish Government's Tourism Strategy launched in June 2012.
- Holding a facilitated workshop to identify other opportunities for collaborative working around tourism.

The output from these actions will be a Clyde Valley CPP Tourism Collaboration Framework.

ACTION	DESCRIPTION AND PROGRESS	LEAD AGENCY	TIMESCALE
<p><b>Develop a CV CPP Collaboration Framework on strategic tourism issues.</b></p>	<p>A Tourism Workshop was held on 2 May 2013 in the Lighthouse, Glasgow. The aim of the workshop was to agree the content of a tourism collaboration framework for the Clyde Valley, which will maximise tourism's contribution to the wider Clyde Valley area and the Scottish economy.</p> <p>In advance of the workshop, and to ensure maximum output on the day, a tourism asset mapping exercise was undertaken by the partners to identify those assets in Local Authority areas relating to the 4 themes of the Tourism Scotland 2020 Strategy, namely: Nature, Heritage and Activities, Destinations Towns and Cities, Events and Festivals and Business Tourism. Responses were collated and the combined map issued to participants in advance of the meeting by way of preparation.</p> <p>The workshop was well attended by partners and the background and context was set by Councillor Buchanan of East Ayrshire Council, which was really helpful in setting the tone of the event.</p> <p>The workshop was very constructive and the output from the day identified a number of potential collaboration opportunities across all themes, some of which could be quick wins and others were more longer term actions. A number of cross cutting themes also emerged e.g. skills, marketing and transport.</p> <p>The output has been issued to participants for comment and a further workshop is scheduled for June 2013 to discuss the content of the output in more detail and to ensure there is no ambiguity around the proposed actions. A prioritisation exercise will also be undertaken to identify quick wins and longer terms actions for inclusion in a CV CPP Tourism Collaboration Framework.</p>	<p>SE/CV Local Authorities</p>	<p>Sept 2013</p>



## CLYDE VALLEY COMMUNITY PLANNING PARTNERSHIP

### JOINT ECONOMIC ACTION PLAN

#### THEME - Town Centres.

#### CONTEXT

The Clyde Valley Community Planning Partnership faces a number of challenges in relation to sustaining our Town Centres. Communities expect their local authorities to look after their town centre and maintain them as strong centres of commercial, cultural and civic activity. Due to the internet and shopping habits our traditional town centres, many operating as shopping destinations has changed significantly. Through these actions we are seeking changes for our Town Centres across the Clyde Valley to ensure they remain sustainable community assets.

The challenges facing our Town Centres calls for a more innovative approach to be undertaken through the following proposed actions. In addition the people and financial resource elements of the strategy should addressed in the overall Action Plan.

ACTION	DESCRIPTION AND PROGRESS	LEAD AGENCY	TIMESCALE
<b>1. Tackling Dilapidated Properties</b>	With an ambition to improve or Town Centres an approach is required to address neglected vacant units in private ownership and our public assets. Consideration required on how we would resource tackling dilapidated properties and the approaches the Clyde Valley should adopt. Putting our Town Centres first (presumption) through Community Planning and National Planning Framework. To work with Scottish Government to determine resources and actions aligned to tackling dilapidated Town Centre properties in particular through the Regeneration Capital Investment Fund (RCIF). Implications regarding empty property relief and lessons from Carnegie Test Town as a model of short term leases.	CVCPP	CVCPP Leadership group (June 2013)
<b>2. Scottish Government Capital Regeneration Fund</b>	Potential funding sources focussed on Town Centre regeneration. Whilst town centres were not listed as a specific focus for the fund it was recognised that it continued to provide a potential opportunity for town centre based regeneration. Through SLAED obtain funding models and examples utilised elsewhere, sharing best practice.	CVCPP	Develop Town Centre specific RCIF application by March 2014
<b>3. Vacant Premises Housing Grant</b>	Recent Scottish Government £2m empty properties initiative announced in the February 2013 budget statement. Fund aimed at supporting non-residential empty properties to be converted for residential use. The timing for bids anticipated in April 2013. This was seen as an early output from the Expert Advisory Group on Town Centres. Facilitate change of use and encourage more residential on the High Streets and in Town Centres.	CVCPP	Develop 'Pilot' initiative around the £2m fund by October 2013.
<b>4. Town Centre Asset Register-Monitoring/Assessing Change</b>	Performance/health and comparative data on town centres requires improved economic development indicators this may be developed from the previous Town Centres Learning Network. The focus on retail vacancy levels provides a limited view of performance/health e.g. if one large store	Improvement Service/CVCP P	Work with Improvement Service to determine suitable indicators by

	becomes vacant. The Improvement Service may provide assistance in this matter in development of a register to understand and track changes in our Town Centre; this would also provide key Benchmarking information to allow comparisons and improvement tracking.		September 2013.
<b>5. Town Centre for Enterprise</b>	Use of BIDs and Use Classifications amendments to encourage Enterprise (private and social/community) in our Town Centres. Planning restrictions relaxed where appropriate and less of a fixation of Town Centres as retail centres- 'Social spaces, not only Shopping'. Seek support from People and Communities Fund.	CVCPP	March 2014 (ongoing)
<b>6. Public Assets and Implications on our Town Centre</b>	Public Asset/Place making decisions consider clearly the implications for our Town Centres as both an opportunity to increase Footfall and combine services with other Public Agencies. Place reviews and public asset expenditure spelling out the implications for decisions on our Town centres wellbeing. Connectivity, physical and digital related to NGB developments and Wi-Fi space in Town centres.	CVCPP	Place Reviews progressing across CV areas during 2013/14.

**\*\* DRAFT FOR**

## CLYDE VALLEY COMMUNITY PLANNING PARTNERSHIP

**JOINT ECONOMIC ACTION PLAN****THEME - Developing regional protocols for national policies****CONTEXT**

At the time of developing the new economic strategy partners identified that there may be opportunities for joint working and/or development of regional protocols for the implementation of national policies, so that local authorities were not providing inconsistent or competing offers to business. This related particularly to Business Gateway and Opportunities for All (an initiative launched by the Scottish Government in April 2012 which guarantees the offer of a place in learning or training to every 16-19 year old in Scotland who is not currently in employment, education or training). It also concerned EU-funded projects that operate across the CVCPP area and where there may be opportunities for improving performance and maximising impact.

Since the launch of the strategy there has been significant progress and developments in Business Gateway (with the launch of the new contracts in October 2012) and youth employment schemes (supported under the Scottish Government's "Scotland's Youth Employment Strategy"). This report provides bullet points on each of the relevant actions.

<b>ACTION</b>	<b>DESCRIPTION AND PROGRESS</b>	<b>LEAD AGENCY</b>	<b>TIMESCALE</b>
<b>Implementation of Business Gateway contracts</b>	Prior to the commencement of <b>the new Business Gateway contract</b> on 1 October 2012, the majority of CVCPP authorities tendered the new contract whereas others elected to bring the service in-house (Glasgow and East Dunbartonshire). The 'bedding in' process concerning the new delivery mechanisms and contractual arrangements is still ongoing, hence there has been a slight reduction in the numbers of businesses supported across key measures during the Apr12-Mar13 compared to Apr11-Mar12. <b>See Appendix 1</b> for a summary of key Gateway performance measures in the CVCPP area. Business Gateway delivery in the CVCPP area assisted 3,025 start-ups in 2012/13, a reduction of 12.8% compared to 2011/12. Growth Pipeline companies fell by 11.6% for the same period (down from 241 to 213). In terms of governance and opportunities for further collaboration CVCPP members generally agree that this is already well-established through SLAED, BGON and the Business Gateway Management Group and that another layer of inter-Council collaboration would not add value.	Business Gateway National Unit, COSLA	Oct 2012 – Sept 2017
<b>ERDF funding bids in support of Business Gateway provision – "Business Gateway Plus"</b>	A further call for funding has been announced by the Scottish Government through the ERDF to support business growth services available to micro-firms and SMEs. £5m is available for local authorities to bid into to augment Business Gateway services and to provide a national framework which enables business growth services to integrate with measures to connect young people into employment, notably through the Youth Employment Scotland programme. Objectives of the support available through the new <b>"Business Gateway Plus"</b> programme are to: <ul style="list-style-type: none"> <li>• Support business growth and innovation in the micro-firm and SME sectors</li> <li>• Generate additional jobs growth</li> <li>• Increase the number of employment opportunities particularly for young people</li> </ul>	Local lead authorities	2013-15

**\*\* DRAFT FOR**

	<p>The mix and scale of the specific components varies from area to area and also aligns with discretionary non-core BG actions that are already being delivered across the LUPS area. <b>See Appendix 2</b> for a summary of ERDF bid values, support interventions, and projected outputs. Total value of the bids submitted by CVCPP partners to date is £7.35M.</p> <p>Future European funding (for the period 2014-2020) is the subject of negotiation and discussion at an EU, UK and Scottish level. The priorities are low carbon initiatives, social inclusion, employability and SMEs. The idea that Councils, Community Planning Partnerships and the Business Gateway should lead on a significant part of this work is widely accepted. Financial engineering measures such as JESSICA, which were introduced in the current programme, are expected to feature even more in the 2014-2020 period. A workshop to discuss the 2014-20 EU funding programme has been organised by the funding bodies and CVCPP representatives have been invited to attend.</p>		
<p><b>Business Support Programmes</b></p> <p>- West of Scotland Loan Fund - Supplier Development Prog. - Skills &amp; Business Growth</p>	<p>A range of collaborative <b>business support programmes</b> are delivered by CVCPP partners including i) West of Scotland Loan Fund, ii) Supplier Development Programme, and iii) Skills &amp; Business Growth 2010-13 Programme. Recent performance of these programmes is summarised in <b>Appendix 3</b>. Feedback from CVCPP members on business support provision across the area suggests:-</p> <p><b>i)</b> need for better synergy between business support interventions and employability support interventions.</p> <p><b>ii)</b> common frameworks should be developed around governance, compliance and eligibility issues. This includes more effective coordination of funding bids and better communication between partners – the CVCPP may be an appropriate vehicle for such strategic bids</p> <p><b>iii)</b> common application paperwork and process across CVCPP partners, including common eligibility criteria, would be beneficial. iv) wider roll-out of Skills &amp; Business Growth programme (or similar training grant programme) may be worth consideration if in collaboration with SDS and SE. Currently there is much confusion amongst businesses concerning the business support offering of various organisations – a more joined up approach is required</p> <p><b>iv)</b> a small loans programme for new enterprises should be re-considered by WSLF</p> <p><b>v)</b> desire for development of business support programmes on a <u>regional</u> basis which address the needs of companies within that region. Benefits would include sharing of information and pooling of resources, creating economies in scale.</p>	<p>WSLF - East Ayrshire SDP - Glasgow SBG - Glasgow</p>	<p>On-going</p>
<p><b>Employment initiatives</b></p> <p><b>A) LOCAL WAGE SUBSIDY PROGRAMMES</b></p>	<p>In April this year CVCPP commissioned a study into <b>youth employment initiatives</b> operating across member authorities. They include:</p> <ul style="list-style-type: none"> <li>- jobs access and recruitment services</li> </ul>	<p>Local authority</p>	<p>On-going</p>

<p><b>ii) YOUTH EMPLOYMENT SCOTLAND FUND</b></p>	<p style="text-align: center; font-size: 2em; opacity: 0.5;">DRAFT FOR</p> <ul style="list-style-type: none"> <li>- wage subsidies and other employer incentives</li> <li>- formal and informal learning programmes</li> <li>- vocational training programmes</li> <li>- pre-vocational programmes</li> <li>- temporary employment programmes</li> <li>- specialist employment programmes</li> <li>- work placement, work experience, internship initiatives</li> <li>- careers advice, information and guidance services</li> </ul> <p>These interventions in the CVCPP area alone total £660m. <b>See Appendix 4</b> for a summary of local wage subsidy programmes operated locally by CVCPP members. The report recommended that areas and agencies should give consideration to how they can work more collaboratively across organisational and geographic boundaries to affect economies and positive change, rather than pursue a specific focus on development of “shared services”. The report sets out a potential “framework for action” based on 5 key actions :-</p> <ol style="list-style-type: none"> <li>1. Developing an innovative employer engagement pilot to support a new partnership framework approach with larger and regionally significant employers - incorporating a different approach to increasing the involvement of smaller businesses</li> <li>2. Assisting the implementation and further development of key national developments now underway</li> <li>3. Developing cross area Memorandums of Understanding on key issues</li> <li>4. Providing a forum to utilise new forthcoming labour market intelligence, and supporting partners to develop revised approaches based on its messages</li> <li>5. Sharing good practice on further cross area collaboration opportunities</li> </ol> <p>The <b>Youth Employment Scotland (YES)</b> strategy launched by the Scottish Government in early 2013 is a £25M programme national support which aims to address youth unemployment. Its aims include :-</p> <ul style="list-style-type: none"> <li>- the development of a cohesive all-Government effort to increase youth employment</li> <li>- a clear, targeted approach to support young people on the journey to employment</li> <li>- the development of progression opportunities with the apprenticeship programme</li> <li>- targeted support to help young people take advantage of job opportunities in growth areas such as energy and the low carbon economy</li> <li>- intensive support for those furthest from the labour market</li> <li>- specific financial support to employers to encourage them to employ young people from disadvantaged groups such as care leavers and young carers</li> <li>- intensive support services for disengaged young people</li> </ul>	<p>Scottish Government</p>	<p>Timescale?</p>
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	CVCPP members have all submitted Stage 1 bids for YES funding, totalling 2,217 beneficiaries across all CVCPP areas. This accounts for 42% of beneficiaries across Scotland as a whole (approximately £10.5M of YES budget).		
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### Appendix 1. Implementation of Business Gateway contracts – performance summary

BUSINESS GATEWAY AREA & CONTRACT VALUE	APR 2012 – MAR 2013			APR 2011 – MAR 2012		
	START-UPS	GROWTH PIPELINE	ACCOUNT MANAGEMENT	START-UPS	GROWTH PIPELINE	ACCOUNT MANAGEMENT
<b>GLASGOW</b>	937	93	8	1048	117	13
<b>DUNBARTONSHIRE</b> EAST DUNBARTONSHIRE WEST DUNBARTONSHIRE	407	13	0	510	10	4
<b>RENFREWSHIRE</b> RENFREWSHIRE EAST RENFREWSHIRE INVERCLYDE	622	33	6	703	24	6
<b>LANARKSHIRE</b> NORTH LANARKSHIRE SOUTH LANARKSHIRE	1059	74	23	1208	90	22



<b>TOTALS</b>	<b>3025</b>	<b>213</b>	<b>37</b>	<b>3469</b>	<b>241</b>	<b>45</b>
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### Appendix 2. ERDF funding bids in support of Business Gateway provision – “Business Gateway Plus”

<b>BUSINESS GATEWAY AREA</b>	<b>ERDF BID VALUE</b>	<b>LOCAL SUPPORT PROGRAMMES</b>
<b>GLASGOW</b>	<b>£790,000</b>	<p>Project will tackle the market gap in support for businesses including:</p> <ul style="list-style-type: none"> <li>- Entrepreneurial support</li> <li>- Early stage growth</li> <li>- Advisory support to existing SMEs</li> <li>- Innovation and Growth funding</li> <li>- HR Support and capacity building</li> </ul> <p>It will :-</p> <ul style="list-style-type: none"> <li>- Address the digital agenda and social media for new &amp; established SMEs</li> <li>- Propose new approach to business survival via Business Transfer option</li> <li>- Deliver a grant subsidy to aid growth to established businesses</li> <li>- Embed ongoing business support and advice to new/existing businesses</li> <li>- Provide support to microbusinesses owned by young people.</li> </ul>
<b>DUNBARTONSHIRE</b>  EAST DUNBARTONSHIRE WEST DUNBARTONSHIRE	<b>£540,733</b>	<ul style="list-style-type: none"> <li>- Advisory Support New Employee</li> <li>- HR Support Programme</li> <li>- Business Growth Planning</li> <li>- Business Development Reviews</li> <li>- Business Process Improvement Support</li> <li>- 1-2-1 support for disadvantaged groups</li> <li>- New Enterprise Fund</li> <li>- Marketing Grant</li> <li>- Capital Purchases Grant</li> <li>- Property Improvement Grant</li> <li>- ICT/E-commerce Grant</li> </ul>

		<ul style="list-style-type: none"> <li>- Energy Saving/Resource Efficiency Grant</li> <li>- Business Plan Grant</li> <li>- Business Growth Grant</li> <li>- First Employee Grant</li> </ul> <p><u>OUTPUTS</u></p> <ul style="list-style-type: none"> <li>- Number of individuals/enterprises receiving advice – 280</li> <li>- Number of enterprises receiving financial support – 235</li> <li>- Increase in turnover in supported enterprises – 2%</li> <li>- Number of gross jobs created – 163</li> </ul>
<p><b>RENFREWSHIRE</b></p> <p>RENFREWSHIRE EAST RENFREWSHIRE INVERCLYDE</p>	<b>£395,000</b>	<ul style="list-style-type: none"> <li>- New Start Growth Fund</li> <li>- Young Company Development Fund</li> <li>- Investment Fund</li> <li>- <i>Business Support Hub for start-ups (£603K – outwith ERDF bid)</i></li> </ul> <p><u>OUTPUTS</u></p> <ul style="list-style-type: none"> <li>- Number of enterprises receiving support – 110</li> <li>- Number of individuals/enterprises receiving advice – 200</li> <li>- Number of new business starts – 65</li> <li>- Number of enterprises receiving support for ecommerce – 40</li> <li>- Number of e-commerce strategies developed – 20</li> <li>- Number of gross jobs created – 20</li> </ul>
<b>BUSINESS GATEWAY AREA</b>	<b>ERDF BID VALUE</b>	<b>LOCAL SUPPORT PROGRAMMES</b>
<p><b>LANARKSHIRE</b></p> <p>NORTH LANARKSHIRE SOUTH LANARKSHIRE</p>	<b>£5.628M</b>	<ul style="list-style-type: none"> <li>- Pre-start support to disadvantaged groups</li> <li>- Advisory support to new and established social enterprises</li> <li>- Specialist support for early stage life science businesses</li> <li>- Retail Support in town centres</li> <li>- Access to Finance</li> </ul> <p><u>OUTPUTS</u></p> <ul style="list-style-type: none"> <li>- No of businesses receiving advice/consultancy/support – 1040</li> <li>- No of businesses receiving financial support – 480</li> <li>- No of jobs created – 1100</li> <li>- No of new starts resulting from support – 400</li> <li>- Increase in Turnover - £39m</li> </ul>

<b>TOTALS</b>	<b>£7.35M</b>	
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### Appendix 3. Cross-boundary Business Support Programmes

<b>CVCPP local authority</b>	<b>SUPPLIER DEVELOPMENT PROGRAMME</b>	<b>WEST OF SCOTLAND LOAN FUND</b>	<b>SKILLS &amp; BUSINESS GROWTH 2010-13</b>
	<b>Number of businesses registered (at 02/05/2013)</b>	<b>Number of loans issued &amp; Total increase in turnover (Apr09 – Mar12)</b>	<b>Number of businesses assisted &amp; value of grants awarded (Apr10-Feb13)</b>
<b>GLASGOW</b>	949	98 / £11.91M	374 / £538K
<b>EAST DUNBARTONSHIRE</b>	104	3 / £1.11M	119 / £46K
<b>WEST DUNBARTONSHIRE</b>	83	12 / £2.20M	136 / £137K
<b>RENFREWSHIRE</b>	273	18 / £5.18M	175 / £163K
<b>EAST RENFREWSHIRE</b>	4	4 / £47K	27 / £28K
<b>INVERCLYDE</b>	47	11 / £285K	23 / £33K
<b>NORTH LANARKSHIRE</b>	320	35 / £9.52M	132 / £238K
<b>SOUTH LANARKSHIRE</b>	40	45 / £9.22M	178 / £118K
<b>TOTALS</b>	<b>1911</b>	<b>226 / £39.47M</b>	<b>1164 / £1.30M</b>

### Appendix 4. Wage subsidy programmes – survey findings

<b>LOCAL AUTHORITY</b>	<b>Local wage subsidy/ recruitment incentive scheme?</b>	<b>How many wage subsidies will be delivered this year?</b>	<b>What is the projected spend on wage subsidies this year?</b>	<b>Scheme details</b>
<b>GLASGOW</b>	YES	1350	£6.6M	COMMONWEALTH APPRENTICESHIP INITIATIVE – targets school leavers. 50% wage subsidy capped at £4k for 12 months or £8k for 24

				months. COMMONWEALTH JOBS FUND - target groups include: 18-24 benefit claimants 13+ weeks unemployed; 50+ unemployed with day 1 eligibility; clients engaged in P5 pipeline - no age restriction; ex service personnel engaged with Glasgow's Helping Heroes. Targets Glasgow Living Wage vacancies i.e. jobs paying at least £7.20 per hour. COMMONWEALTH GRADUATE FUND - targets those who have graduated since May 2009 and currently reside in Glasgow - no age restriction. Targets graduate level jobs and offers 50% wage subsidy for 12 months min - £6552 - max £10000. COMMONWEALTH YOUTH FUND - currently being rolled out, target group <20 year olds not eligible for CAI.
<b>EAST DUNBARTONSHIRE</b>	NO	0	0	None
<b>WEST DUNBARTONSHIRE</b>	YES	55	£120K	New Employment Wage Subsidy supports local businesses up to 50% of the gross wage up to a maximum of £7.00 per hour and 40 hours per week. Candidates must be unemployed, resident within West Dunbartonshire and a registered client of our European Funded Employability Programme.
<b>RENFREWSHIRE</b>	YES	184	£720k	The current Wage Subsidy programme aims to assist Renfrewshire businesses to expand and to help unemployed Renfrewshire residents aged between 16-24 years of age into permanent jobs by offering wage subsidies. To qualify for the financial incentive jobs must be additional and permanent. <ul style="list-style-type: none"> <li>· Have basic hours between 24 and 45 hours per week</li> <li>· Pay above the minimum hourly wage.</li> </ul> <b>Grant award</b> <ul style="list-style-type: none"> <li>· £75 per week for one year up to a maximum of £3,900</li> </ul>
<b>EAST RENFREWSHIRE</b>	YES	100	£120K	Payment of up to £2,000, £500 on taking up the job, £1,000 at week 13 and £500 at week 26
<b>INVERCLYDE</b>	YES	50	£60K	Discretionary, targeted at local SMEs, grants between 1k for entry level posts to 3k for full apprenticeships.
<b>NORTH</b>	YES	1200	£3.6M	Youth Investment Programme

<b>LANARKSHIRE</b>				
<b>SOUTH LANARKSHIRE</b>	YES	926	£3.9M	Youth Jobs Fund for 16/ 17 years olds. SL Jobs Fund for 18-24 year olds.
<b>TOTALS</b>		<b>3,865</b>	<b>£15.12m</b>	

## CLYDE VALLEY COMMUNITY PLANNING PARTNERSHIP

## JOINT ECONOMIC ACTION PLAN

## THEME 2 - Improving intraregional transport initiatives

## CONTEXT

Ensuring that sustainable transport options continue and grow to be as attractive as possible is a prerequisite of a modern, 21<sup>st</sup> century European city region.

The availability of smartcard ticketing is a key part of that, and working within Transport Scotland's national policy framework for smart / integrated ticketing, SPT is developing a smartcard for the west of Scotland, initially on the Subway (as part of the Subway Modernisation programme) and in future to be rolled out across other modes.

ACTION	DESCRIPTION AND PROGRESS	LEAD AGENCY	TIMESCALE
Develop and implement smartcard ticketing in the region.	Develop and deliver Smartcard on the Subway Develop and delivery Smartcard across other modes.	SPT SPT	2013/14 2013/14 onwards

**SCHEDULE 2**

**FEE ESTIMATE**

Breakdown by Gateway (KPMG)		
Gateway 1	72,730	9%
Gateway 2	340,344	41%
Gateway 3	179,634	22%
Gateway 4	239,190	29%
<b>Total</b>	<b>831,898</b>	

DSC time		
Gateway 1	11,060	12%
Gateway 2	27,650	29%
Gateway 3	44,240	47%
Gateway 4	11,060	12%
<b>Total</b>	<b>94,010</b>	

Total		
Gateway 1	83,790	9%
Gateway 2	367,994	40%
Gateway 3	223,874	24%
Gateway 4	250,250	27%
<b>Sub-total</b>	<b>925,908</b>	
Less: Gateway 1	(83,790)	
<b>Total shared cost</b>	<b>842,118</b>	

Key Assumptions
<b>Timetable</b> - deal by Easter 2014
<b>Geography</b> - all Clyde Valley authorities
<b>Agreement</b> - tri-partite with Scottish Government
<b>Scheme development</b> - support on guiding principles (not business case preparation)
<b>Economic modelling</b> - 1 run of model per project evaluated

Populations	Fee share by population		
Glasgow CC area	595,080	33%	280,030
Inverclyde	80,680	5%	37,966
Renfrewshire	174,310	10%	82,026
East Renfrewshire	91,030	5%	42,836
East Dunbartonshire	105,880	6%	49,825
West Dunbartonshire	90,340	5%	42,512
NLC	337,870	19%	158,993
SLC	314,360	18%	147,930
<b>Total</b>	<b>1,789,550</b>		<b>842,118</b>





**MEMORANDUM OF UNDERSTANDING**

between

**GLASGOW CITY COUNCIL**, having its main office at City Chambers, George Square, Glasgow G2 1DU (hereinafter referred to as “GCC” or the “Lead Authority”)

and

**EAST RENFREWSHIRE COUNCIL**, having its main office at Eastwood Park, Rouken Glen Road, Giffnock G64 (hereinafter referred to as “ERC”)

**WEST DUNBARTONSHIRE COUNCIL** having its main office at Garshake Road, Dumbarton G82 3PU (hereinafter referred to as “WDC”)

**RENFREWSHIRE COUNCIL** having its main office at Renfrewshire House, Cotton Street, Paisley PA1 1UJ (hereinafter referred to as “RC”)

**INVERCLYDE COUNCIL** having its main office at Municipal Buildings, Greenock PA15 1LY (hereinafter referred to as “IC”)

**NORTH LANARKSHIRE COUNCIL** having its main office at Civic Centre, Windmillhill Street, Motherwell ML1 1AB (hereinafter referred to as “NLC”)

**SOUTH LANARKSHIRE COUNCIL** having its main office at Almada Street, Hamilton, South Lanarkshire ML3 0AA (hereinafter referred to as “SLC”)

**EAST DUNBARTONSHIRE COUNCIL**, having its main office at Broomhill Industrial Estate, Kilsyth Road, Kirkintilloch G66 1QF (hereinafter referred to as “EDC”)

(Collectively known as the “Consortium” or the “Parties”)

**WHEREAS**

1. The Consortium are committed as a part of their role in the Clyde Valley Community Partnership to delivering the aims and objectives of the City Deal Initiative (hereinafter referred to as the “Initiative”) all as more particularly described in Schedule 1 hereof.
2. The Lead Authority has procured the services of KPMG to give expert advice in relation to the delivery of the Initiative.

3. The Consortium all wish to utilise the advice given by KPMG to the Lead Authority in relation to the delivery of the Initiative.

**NOW THEREFORE IT IS AGREED**

**1. Definitions and Interpretation**

- 1.1 In this Agreement the following words shall have the meanings respectively set against them:

The “**Clyde Valley Community Partnership**” means the partnership set up by the Consortium to advance economic development in the Glasgow City region whose current aims and objectives are more particularly described in Appendix 1 hereof ;

The “**Clyde Valley Area**” means the Glasgow City region all as more particularly described in Appendix 1 hereof;

“**Consortium**” means the Parties to this Memorandum consisting of Glasgow City Council, East Renfrewshire Council, West Dunbartonshire Council, Renfrewshire Council, Inverclyde Council, North Lanarkshire Council, South Lanarkshire Council, East Dunbartonshire Council;

“**Fees**” means the fee payable by each member of the Consortium to KPMG in accordance with the agreed fee scale attached at schedule 2;

“**Initiative**” means the City Deal Initiative developed by the Consortium for the Clyde Valley Area utilising the advice of KPMG;

“**KPMG**” means KPMG LLP a limited liability partnership (no: OC301540) having its principal office at 15 Canada Square, London, United Kingdom, E14 5GL being the corporate body procured by Glasgow City Council to assist in the development and delivery of the Initiative;

“**Memorandum**” means this Memorandum of Understanding made between the Parties;

“**Parties**” means the parties hereto;

“**Working Group**” means the working group set up by the Consortium to assist in the development and delivery of the Initiative

- 1.2 The Schedule following the operative part of this Agreement shall be deemed to be incorporated in this Agreement.

- 1.3 In this Agreement:

- 1.3.1 the index and clause headings are inserted for convenience only and shall not affect the construction of this Agreement;
  - 1.3.2 words denoting the singular shall include the plural and *vice versa*;
  - 1.3.3 words denoting one gender shall include each gender and all genders; and
  - 1.3.4 references to persons shall be deemed to include references to natural persons, to firms, to partnerships, to bodies corporate, to associations, and to trusts (in each case whether or not having separate legal personality).
- 1.4 References in this Agreement to “Clauses” and “Schedule” are references to clauses of this Agreement and the Schedule to this Agreement and references to “Parties” or “Party” are references to the parties or a party to this Agreement.
- 1.5 Words and phrases defined for the purposes of or in connection with any statutory provision shall, where the context so requires, be construed as having the same respective meanings in this Agreement.

## 2. **TERM**

Notwithstanding the dates herein this Agreement shall subsist from the last date of execution hereof until [PLEASE ADVISE OF DURATION].

## 3. **THE OBLIGATIONS OF THE LEAD AUTHORITY**

- 3.1 The Lead Authority shall be responsible for forming and implementing a working group (the “Working Group”) which shall consist of all of the members of the Consortium, the Working Group shall provide the opportunity for discussion and implementation of the aims and objections of the Initiative.
- 3.2 The Lead Authority shall be responsible for relaying the outcomes of the Working Group to KPMG, to further enhance KPMG’s understanding of the Consortium’s aims and objectives in relation to the Initiative.
- 3.3 The Lead Authority shall be responsible for:
- i) Managing the relationship between the Consortium and KPMG;
  - ii) Instructing KPMG on behalf of the Consortium or any member thereof;
  - iii) Taking instructions from the Consortium or any member thereof to relay to KPMG;

- iv) Reporting back to the Consortium in relation to KPMG's advice about the implementation of the aims and objectives of the Initiative.

#### **4. USE OF INFORMATION BY THE CONSORTIUM**

- 4.1 Any information, advice and assistance give by KPMG to the Lead Authority and to any or all the members of the Consortium in relation to the Initiative can be relied upon by the Consortium members as though it were given directly to that member of the Consortium.
- 4.2 Any member of the Consortium is entitled to utilise the information supplied by KPMG in development and delivery of the Initiative.

#### **5. PAYMENT TO KPMG**

- 5.1 Each Member of the Consortium shall be responsible for paying KPMG its proportion of Fees for any advice given. Such proportion shall be calculated in accordance with the agreed scale at Schedule 2 hereof.
- 5.2 It shall be for each member of the Consortium to arrange payment of its proportion of the Fees to KPMG and it is recognised by all Consortium members that a failure on their part to pay any outstanding Fees may have a direct effect on the other Consortium members.

#### **6. THE WORKING GROUP**

- 6.1 The Working Group shall meet at the offices of the Lead Authority at least once per calendar month.
- 6.2 The Working Group shall consist of one officer of each member of the Consortium.
- 6.3 KPMG shall not be a member of the Working Group but shall be entitled to attend in an advisory capacity when invited to do by the Lead Authority or any other member of the Consortium.
- 6.4 The Working Group shall be a forum to allow the Consortium to discuss all aspects of the Initiative and its delivery.
- 6.5 The Working Group shall provide the opportunity for all members of the Consortium to have an equal say in relation to the delivery of the Initiative.
- 6.6 The Working Group shall be quorate only where all members of the Consortium are in attendance.

- 6.7 All decisions taken by the Working Group will be by a show of hands.
- 6.8 In the event of an equal number of votes the Lead Authority shall have the casting vote.
- 6.9 In the event of a dispute between members of the Consortium the Working Group shall in the first instance take a view on the dispute, by a show of hands.
- 6.10 Where there is an equal number of votes then the matter will be escalated to the dispute resolution process stipulated in Clause 8 below.

## **7 LIABILITY**

- 7.1 In the event that any advice and assistance given to the Consortium by KPMG leads to any action for compensation, delictual or otherwise, the Consortium undertake to co-operate to secure a settlement for the Consortium.
- 7.2 The Consortium recognise that any cost arising from such an action should be borne equally between the Parties.

## **8 DISPUTE RESOLUTION**

- 8.1 The Parties shall attempt in good faith to negotiate a settlement to any dispute between them arising out of or in connection with this Memorandum at the Working Group in accordance with Clause 5 where no agreement is reached with twenty (20) days of the Working Group at which the disagreement arose the Party or Parties who initiated the dispute (the "Aggrieved Party") shall notify the other members of the Consortium (the "Other Party") of the dispute and the dispute shall be escalated to the Chief Executive Officer of every member of the Consortium.
- 7.2 In the event that the Chief Executives of the Parties fail to resolve the dispute within twenty (20) days of the date of referral then the matter shall be referred to arbitration.
- 7.4 The obligations of the Parties under this Memorandum shall not cease, or be suspended or delayed by the reference of a dispute to arbitration.
- 7.5 In the event that any arbitration proceedings are commenced pursuant to Clause 7.5:
- 7.5.1 the arbitration shall be deemed to be an agreement to refer to arbitration within the meaning of the Arbitration (Scotland) Act 1894;
- 7.5.2 the Aggrieved Party shall give a Notice of Arbitration to the other Parties (the "Arbitration Notice") stating:-

- (i) that the dispute is referred to arbitration; and
- (ii) providing details of the issues to be resolved.

7.5.3 the tribunal shall consist of a sole arbitrator to be agreed by the Parties; and

7.5.4 if the Parties fail to agree the appointment of the arbitrator within ten (10) Working days of the Arbitration Notice being issued under Clause 7.5.2 or if the person appointed is unable or unwilling to act, the arbitrator shall be nominated by the President of the Law Society of Scotland for the time being on the application of either Party.

## **8. COSTS**

8.1 Save as specifically provided to the contrary in this Agreement, each Party shall pay its own costs and expenses (including legal fees) incurred by it in connection with the negotiation, preparation and execution of this Agreement and the documents referred to herein.

## **9. LAW**

9.1 This Agreement shall be governed by and construed in accordance with the Law of Scotland and subject to the exclusive jurisdiction of the Scottish Courts.

## **10 SUCCESSORS**

10.1 This Agreement shall be binding on and ensure to the benefit of each Party and each party's personal representatives and/or other lawful successors and permitted assignees.

## **11 ASSIGNATION**

11.1 The Parties shall be entitled to assign or otherwise transfer their rights under this Agreement to their statutory successors and shall inform the other Parties in the event of such an assignation .

## **12. NO PARTNERSHIP**

12.1 Nothing in this Agreement shall be deemed to constitute or imply any partnership, joint venture, agency, fiduciary relationship or other relationship between the parties other than the relationship expressly provided for in this Memorandum.

12.2 No Party shall (save as expressly provided herein) have any authority to bind any other Party in any way.

**13. ENTIRE AGREEMENT**

13.1 This Memorandum is the entire agreement between the Parties and supersedes all prior arrangements, understandings, agreements, statements, representations or warranties (whether written or oral) relating thereto.

**In witness whereof** these presents consisting of this and the 7 preceding pages together with the Schedule and Annex annexed hereto are subscribed for and on behalf of each party respectively by persons duly authorised in that regard on the dates and before the witnesses hereto appending their signature as follows:

Executed for and on behalf of the said Glasgow City Council

at \_\_\_\_\_ on the \_\_\_\_\_ day of \_\_\_\_\_ 2013 by

Authorised Signatory

Full Name in Capitals

Witness

Full Name in Capitals

Executed for and on behalf of the said East Renfrewshire Council

at \_\_\_\_\_ on the \_\_\_\_\_ day of \_\_\_\_\_ 2013 by

Authorised Signatory

Full Name in Capitals

Witness

Full Name in Capitals

Executed for and on behalf of the said West Dunbartonshire Council

at \_\_\_\_\_ on the \_\_\_\_\_ day of \_\_\_\_\_ 2013 by

Authorised Signatory

Full Name in Capitals

Witness

Full Name in Capitals

Executed for and on behalf of the said Renfrewshire Council

at                                    on the                    day of                                    2013 by

Authorised Signatory

Full Name in Capitals

Witness

Full Name in Capitals

Executed for and on behalf of the said Inverclyde Council

at                                    on the                    day of                                    2013 by

Authorised Signatory

Full Name in Capitals

Witness

Full Name in Capitals

Executed for and on behalf of the said North Lanarkshire Council

at                                    on the                    day of                                    2013 by

Authorised Signatory

Full Name in Capitals

Witness

Full Name in Capitals

Executed for and on behalf of the said South Lanarkshire Council

at                                    on the                    day of                                    2013 by

Authorised Signatory

Full Name in Capitals



Witness

Full Name in Capitals

Executed for and on behalf of the said East Dunbartonshire Council

at \_\_\_\_\_ on the \_\_\_\_\_ day of \_\_\_\_\_ 2013 by

Authorised Signatory

Full Name in Capitals

Witness

Full Name in Capitals





## **CLYDE VALLEY INFRASTRUCTURE FUND**

### **DSC PROJECT NOTE 1**

Version 2.01  
ACD  
Review DCS  
18<sup>th</sup> July 2013

*Project reference c80\_1*

## **REVIEW OF MODELLING OPTIONS**

### **1 INTRODUCTION**

- 1.01 The Clyde Valley local authorities propose to set up a City Deal Partnership along the lines of similar Partnerships that have been established in England. The scheme would involve the creation of an infrastructure fund for financing transport, land use and regeneration schemes.
- 1.02 As part of the initial work, there is a task to identify a preferred approach for appraising and prioritising infrastructure projects. It is envisaged that this will involve the application of a forecasting model that is capable of forecasting the impact of a scheme upon the economy.
- 1.03 This note reviews the modelling options that are available to support the appraisal and prioritisation. The following sections describe:
- the requirements of a modelling approach (Section 2);
  - our appreciation of the implications of these requirements (Section 3);
  - the modelling options (Section 4);
  - a review of these options (Section 5); and
  - the recommendation of a preferred approach (Section 6).

### **2 MODEL REQUIREMENT**

- 2.01 The model will be used to appraise the impact of schemes (and packages of schemes) upon the City Region. These may include proposals for highway or public transport, the development of buildings, remedial works to prepare land for development, public realm improvements and other regeneration initiatives. It must be capable of measuring the benefit of these different types of scheme in a consistent manner.
- 2.02 The key criterion for judging schemes will be their impact upon the Gross Value Added (GVA) of the Clyde Valley Region. The model must therefore be capable of calculating this.

2.03 Secondary criteria relate to:

- the geographical spread of benefit of the scheme across the Clyde Valley Region; and
- the impact upon areas with concentrations of vulnerable groups (specifically datazones that currently score highest upon the Scottish Index of Multiple Deprivation (SIMD) and/or datazones with currently high levels of youth unemployment.

2.04 Again the model must be capable of measuring the performance of schemes on the measures which are to be chosen for against these secondary criteria. It is assumed that these will relate to a measure of accessibility to jobs from areas with high levels of deprivation and/or high levels of youth unemployment.

2.05 On a practical level, this work represents one strand of a wider (time-constrained) work programme. Any preparatory work required to enhance an existing model (that is currently not suitable for this task) must be complete by late October. The appraisal of individual and packages of schemes, using the model, will then take place over the three months to the end of January 2014. This is necessary if the wider programme and delivery of a City Deal Partnership is to be complete by Easter 2014.

### **3 UNDERSTANDING OF THE REQUIREMENT**

3.01 The previous section has identified some key requirements. Before considering the modelling options, available for the Clyde Valley Region, it is worth expanding upon these and highlighting some key issues.

3.02 *The range of schemes:* it is envisaged that a broad range of schemes will be appraised by the modelling suite. All of the modelling options considered in the following section have limitations as to the scale of scheme that they can model. Whilst they can all model large developments or major transport schemes, they may not be capable of modelling the impact of small schemes, for example junction improvements or the construction of small units (for example a 25 m<sup>2</sup> industrial unit). Given the primary objective concerns the impact upon the GVA of the Clyde Valley Region this is not seen as being a limitation; small individual schemes are unlikely to result in significant changes to the Region's GVA. Indeed it is not expected that small-scale schemes will be promoted by stakeholders given the primary objective.

3.03 *The Level of Geographical Output:* all of the modelling options forecast change across the Region. All can provide estimates of GVA at this level. There are differences in the level at which they model change and hence generate output, but none of the models have the fine detail that would permit the impact of a scheme upon the residents of an individual datazone to be quantified (as would be required to measure the impact upon the most deprived areas). Some post-model run processing would be required to take the impact of a scheme upon a model zone and break this down to the impact upon those datazones within that zone which feature within the list of most deprived areas.

3.04 *State of Readiness:* in considering the merits of different options it is important to understand both the functionality of the model (and whether it can represent

the full range of schemes that are likely to be appraised) and whether the model is sufficiently up-to-date. A work programme to get the preferred model ‘fit for purpose’ will need to be prepared and delivered within the agreed time constraints.

3.05 *Model Run Times:* a period of intensive work on scheme and package appraisal will need to be accommodated within the timetable. It is envisaged that the model will be run multiple times to test schemes and packages of schemes. To achieve this it will be important that:

- schemes can be readily coded and
- the model run times are not excessive.

3.06 In the following sections we evaluate the alternative modelling options against these requirements.

## 4 MODEL OPTIONS

4.01 There are several options available for modelling and appraising the impact of schemes. They all use a combination of a:

- Land Use and Economic Model which forecasts the changes in land use and the households and employment that live and work in that same land use; and a
- Transport Model which models the levels of traffic on the highway and public transport networks.

4.02 Where the two models are run in tandem they are usually referred to as a Land Use and Transport Interactive model (LUTI model). The land use model provides information on the number and distribution of households and employment to the transport model, where they form the basis of that model’s modelling of trip origins and destinations. The transport model, in turn, passes information on the generalised cost of travel between different areas back to the land-use model. This informs the land use model’s modelling of household and business location choices and hence the distribution of households and employment.

4.07 There are four transport model options. These are:

- the Strathclyde Integrated Transport Model (SITM) with around 840 zones within the Clyde Valley Region;
- the Central Scotland Transport Model (CSTM) which again has around 840 zones within the Clyde Valley Region;
- the Transport Model for Scotland (TMfS) which has 246 zones within the same area; and
- the Strategic Transport Model (STM) which has 112 zones.

4.08 There are two land-use models that are available which could be used to appraise development and regeneration schemes. These are:

- the Transport Economic and Land-use Model of Scotland (TELMoS) with 246 zones within the Clyde Valley Region; and

- the Strathclyde Integrated Transport Model (SITLUM) with 112 zones.
- 4.03 Both these models have the functionality to allow their main output to be disaggregated to a finer level if required.
- 4.09 In all the options being considered the land-use model forecasts forward in one-year steps, with the distribution of population, households, employment and land use in one year forming the starting point for modelling change over the next twelve months. The transport model is run every second or fifth year.
- 4.10 SITLUM is linked with the SPT’s Strategic Transport Model (STM). In addition, an interface has been developed to pass land-use data from SITLUM to the more detailed Strathclyde Integrated Transport Model (SITM), and a corresponding interface to pass SITM outputs back to SITLUM could also be implemented.
- 4.11 TELMoS is integrated with Transport Scotland’s Transport Model for Scotland (TMfS). It would also be technically possible to link it with either SITM or with Transport Scotland’s new Central Scotland Transport Model (CSTM<sup>1</sup>).
- 4.12 The combination of four transport models and two land use models implies a potential eight different combinations of transport and land use model. The merits of these are considered below.

## 5 TECHNICAL REVIEW

- 5.01 We consider first the two land use model options, then the four transport model options and finally the main options for integrating land use and transport models.
- 5.02 Table 5-1 summarises the position for TELMoS and the SITLUM land use models.

**Table 5-1 The two land-use model options**

Issue	Position
Ownership	TELMoS is owned by Transport Scotland. SITLUM is jointly owned by SPT The owners of both models have indicated that they would be available for use within this work programme
Overview	Both models are applications of DSC’s DELTA software and share many similar definitions. The key differences are in the number of zones and the extent of their coverage; TELMoS is a nationwide model whilst SITLUM was developed for modelling change within the Glasgow, Clyde Valley and Ayrshire region. TELMoS have been recently updated to include the early results from the 2011 Census. SITLUM has not been updated since 2008/9

<sup>1</sup> This is a new model currently being completed and not directly related to the previous CSTM models developed for the Scottish Office and Scottish Executive in the late 1990s and early 2000s.

Issue	Position
Level of geographical output	<p>Within TELMoS there are 78 zones covering Glasgow and 168 covering the rest of the Clyde Valley Region. Standard output (on numbers of households and changes in employment) and accessibility could be generated at this level.</p> <p>Within SITLUM there are 27.5 zones covering Glasgow and 88.5 covering the rest of the Clyde Valley Region. Standard land use model output could be generated at both this level and, through an interface to SITM, at SITM zone level (ie 840 zones). However measures of zone-level accessibility are only output at SITLUM zone level (ie 116 zones).</p> <p>Further disaggregation of accessibility calculations would be required, with both models, in order to measure the impact upon the 25% most deprived Datazones. We would look to add an additional post-processing step for this that made use of a methodology for calculating accessibility developed by Derek Halden Consultancy.</p>
Is the combined functionality capable of appraising the expect range of schemes?	<p>Land Use developments could be modelled in both models. Additional functionality would be required to better model site preparation costs and the take up of key sites.</p> <p>Public Realm improvements could be modelled in both models, they have previously been represented within SITLUM</p> <p>The calculation of GVA and the secondary objectives (geographical spread and impact upon the most deprived areas) will require additional functionality to that currently available in the SITLUM/STM model. This functionality has been developed for previous DELTA applications; its implementation in SITLUM should not cause technical problems.</p>
State of Readiness	<p>TELMoS has been recently revised with new information from the 2011 Census incorporated</p> <p>SITLUM It has not been revised since 2008/9. There is a need to review the model and identify where updating is required</p> <p>Both models would be available for use as part of the Clyde Valley Investment Fund project.</p>
<p>Scheme preparation</p> <p>Model run time</p> <p>Analysis</p>	<p>Land use and regeneration schemes would need to be programmed within the land use model. There is extensive experience of this programming. The approach would be similar for the two models</p> <p>SITLUM is a smaller, and hence faster model to run. However the run times for both models is relatively insignificant compared to the run times of the transport models discussed below.</p> <p>There is no significant difference between the two model’s suitability for analysis for appraisal. The post processing for accessibility described above will generate the key outputs.</p>
Conclusion: Risks	<p>Both models would require some additional functionality in order to appraise regeneration schemes. These enhancements have been introduced to other DELTA applications and should have low risk associated with them.</p> <p>SITLUM would require some updating and revision to reflect new data sources that have been released since 2009. There is experience of both updating SITLUM and of the available datasets that could be used to update the model this time around. Again there is a low risk associated with this.</p>

5.03 Table 5-2 summarises the position for the four transport model options.



**Table 5-2 The transport model options**

Issue	Position
Ownership	<p>TMfS and CSTM are owned by Transport Scotland.</p> <p>STM is jointly owned by SPT and the Glasgow and Clyde Valley Strategic Planning Authority.</p> <p>SITM is owned by SPT</p> <p>The owners of the models have indicated that they would be available for use within this work programme</p>
Overview	<p>TMfS is a strategic transport model covering all of Scotland. It forecasts highway traffic and public transport flows on the major networks. The latest version of the model, TMfS12, includes recent information on traffic flows and public transport loadings. It will be available from August 2012.</p> <p>CSTM is a newly developed strategic transport model covering Glasgow and Clyde Valley, Central Belt and Edinburgh. It forecasts highway traffic and public transport flows on the major networks. Again, it includes recent information on traffic flows and public transport loadings and will be available from August 2012.</p> <p>STM is a strategic transport model. It is designed to enable the fast assessment of transport options. It was first developed in the 1990s since when it has been reviewed and updated, most recently in 2008</p> <p>SITM is SPT's more detailed transport model. It forecasts highway traffic and public transport. There are over 830 zones covering the Clyde Valley Region</p>
Level of geographical output	<p>Within TMfS there are 78 zones covering Glasgow and 168 covering the rest of the Clyde Valley Region.</p> <p>CSTM and SITM both have around 830 zones covering the Glasgow and Clyde Valley Region</p> <p>STM has 27.5 zones covering Glasgow and 88.5 covering the rest of the Clyde Valley Region</p>
Is the combined functionality capable of appraising the expect range of schemes?	<p>Major Highway Schemes could be modelled in considerable detail in TMfS. Also, Public Transport schemes could be modelled in TMfS, though the focus of the model's public transport representation is inter-city public transport rather than intra-city</p> <p>Highway and Public Transport Schemes could be modelled in considerable detail in CSTM</p> <p>Highway and Public Transport schemes can be modelled within STM. In some instances this may require tests to be run in SITM as well in order to help calibrate STM.</p> <p>Highway and Public Transport Schemes can be modelled in considerable detail in SITM</p>
State of Readiness	<p>TMfS and CSTM have both been recently updated</p> <p>STM and SITM have not been revised since 2008/9</p>
Scheme preparation  Model run time  Analysis	<p>Transport schemes would be coded up within all four transport models. There is widespread experience of this work amongst the transport consultancies who have undertaken work with these models</p> <p>TMfS, CSTM and SITM all take around 12-16 hours for a single transport model year run. STM takes an hour or less. This reflects the more strategic nature of the model; there being less detail compared to the other three.</p> <p>All the transport models can generate the output required to support the measurement of the Fund objectives.</p>
Conclusion: Risks	<p>The key risk for TMfS, CSTM and SITM would relate to the time/resource required to test schemes</p> <p>For STM and SITM there would be a risk associated with the task of updating the model so as to reflect the most recent data.</p>

- 5.04 The two ‘tried and tested’ combinations of LUTI models are TELMoS with TMfS and SITLUM with STM. These have been in use since about 2005 and 2003 respectively
- 5.05 TELMoS and TMfS would, with minor enhancements and additions to the land use model (largely to the calculation of GVA and Accessibility), provide a tool that would be fit for purpose. The main reservation would relate to the time taken to run the model when testing schemes. Good practice would require modelling the impact of a land-use, transport or regeneration scheme for ten years after its completion. This is to reflect the responses of businesses, households etc to the change. To run the TELMoS/TMfS for ten years would involve two or three runs of the transport model. This could take two or three days. Whilst some schemes may only require the land use model to be run, and can be appraised in 1-2 days, those that need a transport model input may require a week or more when programming of the scheme, model run time and analysis are factored in. The current work programme does not allow for this length of time.
- 5.06 SITLUM and STM could provide a tool fit for purpose. The models would require review and revision to ensure they are up-to-date. Also, as with TELMoS, the land use model would require some minor enhancements and additions so as to have the functionality to test all the range of schemes. Some of the transport schemes may require testing within SITM. This in turn would mean that an initial review of that model would be necessary. The run times of SITLUM and STM are relatively quick; model runs would be completed within a day. This would allow more schemes to be tested, compared to TELMoS/TMfS in the same amount of time.
- 5.07 The two other main options would be to link SITLUM to SITM (without using STM) or TELMoS to CSTM. Both of these would involve an element of risk (notably the fact that not all the necessary interfaces between the models not currently exist). The same concern over the time taken to appraise schemes that was expressed above for TMfS would also apply; these transport models are relatively slow to run.

## **6 RECOMMENDATIONS**

- 6.01 In making a recommendation, we have drawn upon discussions with model owners (ie clients), modelling practitioners who are familiar with the various models and our own experience both of the two land use models and of similar appraisal exercised elsewhere.
- 6.02 The requirement is for a modelling suite that will be capable of appraising a range of transport, land-use and regeneration schemes in a consistent manner. A land-use and transport interactive model is capable of this. There are a number of possible options available for appraising schemes in the Glasgow and Clyde Valley Region. All of these would be capable of meeting the requirement; all would require some initial development to bring them up to a state of readiness. The amount of pre-appraisal enhancement required does vary but in most cases there should be sufficient time, within the work programme, to make the models ready.

- 6.03 The time taken to run the models and hence to appraise schemes is critical. The overall programme for the drawing up with a prioritised list of schemes is tight. Whilst the number of schemes and packages of schemes to be tested is currently an unknown, if we assume that there will be at least twenty-seven (ie at least three schemes from each authority and SPT) then we need a modelling solution that allows the programming of schemes within the model, the running of the model and the analysis to take 2-3 days maximum per scheme. We feel that the only option that really allows for this would be to test schemes using a combination of SITLUM and STM (with some transport scheme calibration within SITM).
- 6.04 Our recommendation is therefore to review and revise SITLUM, STM and SITM in the period to Gateway 2 and then to apply these models during the following period to the scheme appraisal.

[end]

**APPENDIX 2**  
**PROPOSED LONG LIST OF INVERCLYDE COUNCIL PROJECTS TO**  
**CLYDE VALLEY INFRASTRUCTURE INVESTMENT FUND (CVIIF)**

<b>PROJECT TITLE</b>	<b>PROJECT DESCRIPTION</b>	<b>PROPOSED COSTS</b>
Port Glasgow Town Centre	A new community empowered and public sector intervention that re-models the strategic functionality of place, driving new uses and activities based on a residential renewal and integrated community/ health / social services with modern communications and 'smart' community infrastructure.	£19.5m
Inverclyde Town Centres	Greenock, Gourock and secondary smaller centres offer significant opportunity to enhance quality of place and the appeal of local centres for commerce, services, leisure and retail through public realm improvements alongside measures to improve access by sustainable modes that support town centre vitality and vibrancy.	£9m
East India and Victoria Dock	The project will be the catalyst for area renewal and place transformation redeveloping the Clyde Waterfront for commercial / marine tourism & leisure / residential and heritage developments that need public enabling investment to unlock the development opportunity.	£8.25m

Strategic Transport Corridors	The project focuses on three strategic movement corridors in Inverclyde formed by: A8 - Junction improvements along its length improving access to existing and allocated/zoned commercial /development sites. A78 - Junction and alignment improvements from Greenock to Inverkip B7054 - Bakers Brae and Drumfrochar Road alignment / upgrade	£18 - £22m
Inverkip	The development of the site requires a public-private partnership to unlock the potential and ensure this extensive brownfield site can be developed and a successful new place quality established around a mixed use settlement create a new waterfront hub for Greenock and the lower Clyde.A public-private partnership can release new investment and create a vibrant new mixed use waterfront location.	£2.5m
Inchgreen/James Watt Dock	Re-development of Inchgreen port into a renewable energy hub. The Inchgreen Masterplan promotes the re-development of the area for a mixed use port/ manufacturing/ marine leisure development.	£6.5m

Ocean Terminal	Re-development of cruise liner tourism facilities. The Development Strategy for Inchgreen & wider area promotes the quay as a specialist engineering and deployment base securing advantage from its location; deepwater facilities; quays and supply chain links in marine engineering.	£9.8m
James Watt Dock	Strategic Mixed use brownfield site, including dock operations, housing and marina	£18.9m

Clyde Valley Infrastructure Projects: Long List

Ref #	Round	Lead authority	Project name	Description	Sector	Status	Start date	Completion date	Capex (avg) £m	Third party contributions	Price base	Optimism bias	Medium List?	Notes
CG01	1	Clyde Gateway	Rutherglen	Historic town centre regeneration (incl commercial space) in South Lanarkshire	Public realm	Planning consent	2013	2014	£76.3					
CG02	1	Clyde Gateway	Dalmarnock / Bridgeton	Commercial and residential developments opened up by the Commonwealth Games	Site remediation	Planning consent	2014	2015	£163.9					Planning consent granted for 3 of 11 projects
CG03	1	Clyde Gateway	National Business District, Shawfield	Opportunity for large scale business park 3 mi from Glasgow City Centre	Site remediation	Planning consent	2014	2016	£37.8					
ED01	2	East Dunbartonshire	Sustainable Tourism	Enhancing environmental assets as sustainable tourism destinations	Tourism	Concept	Underway	10 years	£20.0	Potentially from SPT and Sustrans		No		
ED02	2	East Dunbartonshire	Westerhill Business Park	Redevelopment of brownfield sites and road infrastructure	Site remediation	Appraisal	2015		£28.0	Potential funding from SPT and Transport Scotland for public transport elements				
ER01	1	East Renfrewshire	M77 Strategic Corridor	Joint work by GCC / East Renfrewshire Council to develop the M77 Corridor	Transport: Roads	Concept								There are a variety of feasibility studies, stags and economic appraisal work completed at individual site level
ER02	1	East Renfrewshire	Glasgow Southern Orbital (GSO) Expansion	Developing wider connections across City Region	Transport: Roads	Concept								Some aspects are included within the SDP and LDP but a joined up approach has not been taken forward before and Ayrshire not included previously
ER03	1	East Renfrewshire	Glasgow Road and Darnley & Nitshill Road Corridor	Better Bus / Road Connections	Transport: Roads	Concept								There are a variety of feasibility studies, stags and economic appraisal work completed at individual site level
ER04	1	East Renfrewshire	Junction 5 Gateway	New proposal that combines components of the M77 Study with intelligent transport measures	Transport: Public	Concept	2015	6 years						Appraisal work varies across project components. JLL M77 Study including Economic Impact Study has been the basis for much of the project.
G01	2	Glasgow City	Metropolitan Glasgow Drainage Strategic Partnership	Surface water management interventions to reduce flooding	Site remediation	Design		20 years	£50.0					Package of interventions by the Metropolitan Glasgow Strategic Drainage Partnership (MGSDP) for a total of £100m (£50m within City Deal time frame)
G02	2	Glasgow City	Glasgow on the Move Strategy (cycling infrastructure)	Enhancements to existing network especially from city centre, along key routes to regeneration areas and to South side inc Tradeston M77 corridor/ West End to increase segregation and conflict points with traffic	Transport: Roads	Design		5 years	£25.0	£5m from Sustrans	2012			
G03	2	Glasgow City	Stalled Spaces	Protecting and enhancing stalled spaces to improve market conditions for delivery of developments	Site remediation	Concept	2014	2019	£5.0					
G04	2	Glasgow City	Neighbourhoods Town Centre Renewal	Reinvigorating Neighbourhoods network of Town Centres inc public realm works, cosmetic improvements and grants to create employment space	Public realm	Committed/ Concept	2014	6 years	£12.6		4.8			Includes improvements to: Shawlands Town Centre, Parkhead Cross & Public Realm, Duke/High Street/Alexandra Parade, Battlefield, Yorkhill/Finnieston, and Woodlands/GOW
G05	2	Glasgow City	City Centre Public Realm	Substantial public realm improvements throughout the city centre and a strategy for public realm including implementation of traffic management, bus priority and cycle infrastructure	Public realm	Concept	2015	2020	£100.0					
G06	2	Glasgow City	High Speed Rail Terminus	GCC preference to site terminus at Collegelands, but yet to be agreed with TS. Funding could be sought to develop/ protect a site.	Transport: Public	Concept	2022	2025	£100.0					
G07	2	Glasgow City	City Union Regeneration (including Garngad Chord)	Links the northern and southern rail network, as well as accommodating cross conurbation travel (e.g. Lanarkshire to Renfrewshire)	Transport: Public	Design	0	0	£70.0					TS not supportive
G08	2	Glasgow City	M8 J15 Townhead Interchange	Rationalising the existing junction layout to accommodate the absence of the East Flank motorway scheme and facilitate development around a simplified junction complex to inc new bus halt and environmental improvements to key gateway	Transport: Roads	Concept			£6.0					
G09	2	Glasgow City	Govan and Clyde Waterfront Regeneration	Quay wall works to prevent flooding and enable mixed use developments / transport imporments	Site remediation	Design	2015	2022	£84.8	3.3m in developer contributions and Heritage Lottery Fund		0.0825		





IN08	2	Inverclyde	James Watt Dock	Strategic Mixed Use Brownfield Regeneration	Site remediation	Implementation	2008	2018		£18.9		2011	10-20%		A Limited Liability Partnership (LLP) has been established as a Special Purpose Vehicle to support the delivery
NL01	3	North Lanarkshire	A71 By-passes	Road corridor improvement project	Transport: Roads	Unknown	Unknown	5 years		£8.1					Sponsor is North Lanarkshire Roads Authority
NL02	1	North Lanarkshire	Cumbernauld South road improvements	Roads infrastructure serving the Community Growth Area (CGA)	Transport: Roads	Unknown	Unknown	10 years		£9.8					
NL03	1	North Lanarkshire	Gartcosh Community Growth Area	Roads infrastructure serving the Community Growth Area (CGA)	Transport: Roads	Unknown	Unknown	10 years		£30.5					
NL04	1	North Lanarkshire	A8/M8 Corridor Access Improvements	improved road/ cycling/ public transport access to businesses along the A8/M8 corridor	Transport: Roads	Unknown	Unknown	3 years		£2.0					
NL05	1	North Lanarkshire	Pan Lanarkshire Orbital Transport Corridor	Road capacity and bus improvements (M80, M74 and M77)	Transport: Roads	Concept	Unknown	4-10 years		£165.0		2013	0.5		NLC is committed to the Ravenscraig TIF (M74 and A723) components
NL06	1	North Lanarkshire	Commercial Property Development	Development of 7 new sites and refurbishment of 1 existing industrial provision	Site remediation	Appraisal	Unknown	Unknown		£37.0			0.1		Planning permission / land ownership has been secured for 5 of the projects by Fusion Assets Ltd (North Lanarkshire Council's Regeneration Company)
NL07	3	North Lanarkshire	Rail Investment Portfolio	Construction of 4 new stations, refurbishment of Motherwell station	Transport: Public	Feasibility	2015	2020		£16.0	NL capital programme: £2m; SPT funding	2013	0.44		Stations would become part of Network Rail franchise (and therefore be maintained with Scottish Government funding)
R1	3	Renfrewshire	M8 Upgrade between Junctions 26 - 29	Improvements to the M8 between Junctions 26 & 29 on the M8 at Glasgow Airport	Transport: Roads	Concept	2018	10 years		£60.0			No		
R2	3	Renfrewshire	M77/M8 Westbound Link	Create new motorway junction from the M77 to the M8 creating a fast direct route to Glasgow Airport	Transport: Roads	Concept	2018	5 years		£100.0			No		
R3	3	Renfrewshire	Glasgow Airport Rail Link	Improvements and construction of a rail link onwards to the airport	Transport: Public	Design	2014	2017		£180.0		2002			This project was cancelled by Scottish Government in 2009 but has STAG appraisal available.
R4	3	Renfrewshire	Paisley Town Centre North and Airport Surface Access	This project seeks to improve connectivity between Paisley Town Centre and Glasgow Airport	Public realm	Masterplan		30 years		£160.0					
R5	3	Renfrewshire	Paisley Heritage Assets Investment Programme	Delivering strategic investment in Paisley town centre heritage and tourism led regeneration	Tourism	Business case	2014	10 years		£52.5		2013	No		
R6	3	Renfrewshire	Glasgow Airport Economic Investment Areas	This project seeks to open up and improve access for economic development locations adjacent to the airport	Site remediation	Masterplan	2016	10 years		£26.1		2011	No		
R7	3	Renfrewshire	M8 J26 Deanside/Hillington Park	Road improvements plus industrial and business development opportunities exist	Transport: Roads	Concept	2014	2024		£20.0					Joint proposal Renfrewshire Council/Glasgow City Council
R8	3	Renfrewshire	Sustainable Urban Drainage	This project involves investment in sustainable urban drainage and green infrastructure to enable development of the Johnstone Community Growth Area (CGA).	Site remediation	Masterplan									Strategic project at this stage. Will require detailed engineering investigation to establish costs.
R9	3	Renfrewshire	Clyde Waterfront & Renfrew Riverside	The development of transport infrastructure, would improve connectivity and increase linkages, unlocking development potential along the river corridor.	Transport: Roads	Feasibility	2014			£24.2	Funding of £150k granted by SPT; Developer contributions of £220k	2008	Varies		Sponsored by Renfrewshire Council /SPT/ Glasgow City Council. The Fastlink element of the Northern Development Road has been subject to full STAG appraisal and business case.
R10	3	Renfrewshire	Johnstone Station Multi-Modal Interchange	Provision of additional parking spaces at the Johnstone Train Station Park and Ride facility through the construction of a decked car park.	Transport: Roads	Concept		3 years		£4.0	Potential for SPT/Scotrail contribution.				Sponsored by: Renfrewshire Council, Scotrail and SPT
SL01	1 / 2	South Lanarkshire	A71 Strategic Improvements	Increasing capacity at the existing A71/B7011 junction to alleviate congestion	Transport: Roads	Land acquisition	2014/15	1 year		£1.6	£740,000 from SPT further £50,000 committed by the council	2014	0.2		The project is being managed by both North and South Lanarkshire Councils.
SL02	1	South Lanarkshire	Greenhills Road/A726 Dual Carriageway	Improvements to A726 dual carriageway	Transport: Roads	Concept	2015	2 years		£15.0		2013			
SL03	1 / 2	South Lanarkshire	Bus corridors and intelligent transport systems	Installation of intelligent transport systems to improve journey times	Transport: Roads	Design	2015	2 years		£6.0	Match funding sought from SPT	2013			Traffic modelling has been undertaken using Paramics Microsimulation
SL04	1 / 2	South Lanarkshire	Cathkin Bypass	New relief road and bus measures through Cathkin	Transport: Roads	Business case	2015	12-18 months		£21.0		2013	0.44		It is assumed that costs to construct the scheme at 2013 prices are approximately £4.5 million
SL05	1	South Lanarkshire	Community Growth Areas (CGAs)	Three Community Growth Areas (CGA) located at Newton, East Kilbride and Hamilton	Housing	Planning consent	Unknown	10-15 years		£54.55m estimated developer package		2012			The total costs of the CGA has not been quantified at this stage, however on the basis of the scale of the development it is reasonable to assume that the overall cost would be measured in £100 millions.
SL06	1	South Lanarkshire	East Kilbride Rail Station Park and Ride Car Park	Provide increased park and ride capacity at Hairmyres Hospital and East Kilbride Rail Station	Transport: Roads	Feasibility	2015	1 year		£1.5	Potential funding of £500,000 from East Kilbride CGA developers	2013			

SL07	1	South Lanarkshire	Lanark Gyrotory	New gyrotory traffic management scheme for Lanark town centre	Transport: Roads	Design	2015	1 year	£10.0		2001			NB Previous estimate based upon rates at that time has been factored up to take account of inflation and construction price indices. Modelling has been undertaken using Paramics Microsimulation and positive benefits demonstrated
SL08	1 / 2	South Lanarkshire	Stewartfield Way	Upgrade of Stewartfield Way to full dual carriageway	Transport: Roads	Business case	2015	2 years	£60.0		2013	0.44		Objectives of the scheme include a reduction of journey times by 10% from a 2010 baseline.
SL09	1	South Lanarkshire	Strategic Investment Sites	Site and infrastructure improvements to key sites near East Kilbride	Site remediation	Planning	2015	2025	£60.0		Unknown	No		Project components include: road improvements, drainage, refurbishment of industrial and office units
SL10	1	South Lanarkshire	Strategic Town Centres	Redevelopment / refurbishment programmes for commercial space	Public realm	Feasibility	2015	2025	£20.0			No		
WD01	1	West Dunbartonshire	Queens Quay	Regen of 98 acres of derelict land along the Clyde	Site remediation	Concept	2015	10-15 years	£50.0	Private sector land owner				
WD02	1	West Dunbartonshire	Exxon Site	Regen of 81 acres of derelict land along the Clyde	Site remediation	Concept	2015	2023	£10.0					
WD03	1	West Dunbartonshire	Lomond Canal	Navigable canal link from Dumbarton Harbour to Lock Lomond	Transport: Active	Concept	2016	2020	£70.0	Scottish Canals	2006			
WD04	1	West Dunbartonshire	Dumbarton Waterfront	Repairs to quay walls and the creation of a riverside walkway	Public realm	Concept	2014	10-15 years	£55.8					
WD05	1	West Dunbartonshire	Bowling Basin	New canal bridge, residential development, and public realm	Public realm	Concept	Underway	10 years	£25.0	Bid to SG RCGF fund for £1.6M plus £1.45m of Scottish Government shovel ready spend, £250K from Scottish Canals, £500K from the Coastal Communities Fund, £150K from SUSTRANS, £100K from the Forestry Commission				The first phase of the project is currently underway however subsequent phases are subject to obtaining funding.
WD06	1	West Dunbartonshire	Clydebank Interchange	Reconfiguration of Kilbowie Roundabout junction	Transport: Roads	Concept	2014	2 years	£4.5	SPT	2011			
WD07	2	West Dunbartonshire	Strategic Disposal Sites	Redevelopment of 9 strategic disposal sites	Site remediation	Appraisal	2014	2020	£20.0					Planning consent has to be gained.
WD08	2	West Dunbartonshire	Lomondgate Strategic Economic Investment Location	Regeneration response to a major closure (mixed use development)	Site remediation	Implementation	2014	6-10 years	£150.0	Bid of £1M to the Scottish Government's RCGF				50% complete
WD09	2	West Dunbartonshire	Chalmers Street	Improvement to public transport interchange at Clydebank Rail Station	Transport: Public	Design	2014	2 years	£4.1		2009			Assests owned by WDC/SPT/Network Rail
WD10	2	West Dunbartonshire	Fastlink – North Clyde Route	Fastlink route from the City Centre to the Golden Jubilee National Hospital north of Glasgow	Transport: Public	Feasibility	2014	2 years	£4.2					
WD11	2	West Dunbartonshire	Dumbarton Town Centre	Upgrades between the existing public transport offer and retail/employment/leisure opportunities	Transport: Public	Feasibility	2014		£4.6		2013	No		
SPT01	3	SPT	Strathclyde Smart & Integrated Ticketing	This project seeks to develop and implement smart & integrated ticketing across all public transport modes throughout Strathclyde.	Transport: Public	Design		5 years	£40.0	SPT has committed £100k for project development 2013/14	2013	No		
SPT02	3	SPT	Strathclyde Bus Investment Programme	Bus investment programme along strategic transport corridors	Transport: Public	Feasibility	2015	2025	£225.0		2013	No		Investments include: Super QBCs (Quality Bus Corridors); Fastlink BRT; capacity enhancements; bus priority techniques; vehicle investment; etc
SPT03	3	SPT	Strathclyde Bus Network Management Systems	Upgrade of existing and wider deployment of high quality real-time passenger information (RTPI) systems	Transport: Public	Concept	2014	2025	£175.0		2013	No		