

[redacted]

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From: [redacted]  
Sent: 02 May 2014 14:04  
To: [redacted]  
Subject: FW: City deal - submission to Cabinet Office  
Attachments: PSG04A Future City deal BUSINESS CASE structure rb23.docx; IF01 Infrastructure Projects and impacts.pdf; LM01 CITY DEAL PROPOSAL- youth gateway v3 15 April 2014.doc; LM01 Copy of cost model draft 15 April.xls; LM02 City Deal 1W Progression.doc; LM04 ESA City Deal Updated 13 April 2014 v2.docx; PSG01A University of Glasgow Proposition 17-4-13.docx; PSG01B City Deal Bid Medtech draft V2 KM 120414 rb.doc; PSG01B Innovation in SMC Positioning Paper KM 210414.doc; PSG01B Strathclyde SME Innovation City deal draft proposal (2).docx; PSG01B The Glasgow BioCorridor Imaging and MedTech CollaborationPP KM 210414 (2).doc; PSG01C 2014-04 MediCity Scotland-1 2.docx; PSG03 140417\_Incubation\_Appendix 1.pdf; PSG03 160417\_City Deal\_Incubation Paper.docx; PSG03 City Deal Business Stats.xls; PSG04 Space.docx

Hi [redacted]

I'm at the SCDI forum today so don't have access to the system to get you all the papers, but I am forwarding this which has attachments covering the main parts of the most recent iteration with Cabinet Office.

These are still subject to refining so should be treated as work in progress rather than a definitive proposal. In that spirit I am happy to share them to assist discussions next week.

Regards

[redacted]

[redacted]

-----Original Message-----

From: [redacted]

Sent: Thursday, May 01, 2014 01:09 PM GMT Standard Time

To: [redacted]; [redacted]; [redacted]; [redacted]; [redacted]; [redacted]; [redacted]; [redacted]; [redacted]; [redacted];

Subject: City deal - submission to Cabinet Office

Dear All

Please find attached the contents of the submission to Cabinet Office which I referred to on Tuesday. These can be shared internally with colleagues, but some of the costings and funding information, particularly in the Life Sciences elements are not for wider distribution.

We have had very positive feedback from DWP on the Labour Market elements and these will be progressed by the group who met recently from across the authorities.

Regards

[redacted]

[redacted]

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[redacted]

From: [redacted]  
Sent: 07 May 2014 14:09  
To: [redacted]; [redacted];  
[redacted]  
Cc: [redacted]; [redacted]  
Subject: Glasgow City Deal Briefing Session 8 May  
Attachments: PSG04A Future City deal BUSINESS CASE structure rb23.docx; IF01 Infrastructure Projects and impacts.pdf; LM01 CITY DEAL PROPOSAL- youth gateway v3 15 April 2014.doc; LM01 Copy of cost model draft 15 April.xls; LM02 City Deal IW Progression.doc; LM04 ESA City Deal Updated 13 April 2014 v2.docx; PSG01A University of Glasgow Proposition 17-4-13.docx; PSG01B City Deal Bid Medtech draft V2 KM 120414 rb.doc; PSG01B Innovation in SMC Positioning Paper KM 210414.doc; PSG01B Strathclyde SME Innovation City deal draft proposal (2).docx; PSG01B The Glasgow BioCorridor Imaging and MedTech CollaborationPP KM 210414 (2).doc; PSG01C 2014-04 MediCity Scotland-1 2.docx; PSG03 140417\_Incubation\_Appendix 1.pdf; PSG03 160417\_City Deal\_Incubation Paper.docx; PSG03 City Deal Business Stats.xls; PSG04 Space.docx

Please find attached 16 documents for the Glasgow City Deal Briefing Session on Thursday 8<sup>th</sup> May.

Please note Glasgow these are still subject to refining so should be treated as work in progress rather than a definitive proposal.

Kind regards,

[redacted]

[redacted];

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From: [redacted]  
Sent: 02 May 2014 16:37  
To: [redacted]  
Cc: [redacted]; [redacted]; [redacted]; [redacted]; [redacted]; [redacted]  
Subject: RE: Glasgow Clyde Valley City Deal Briefing Session  
[redacted]

The MedTech elements

      
PSG01A University of Glasgow P... Bid Medtech d... Innovation in S... Glasgow BioCor... MediCity Scotl...

Also the Innovation/SME papers

  
PSG01B  
Strathclyde SME...

    
PSG03 PSG03 PSG04 Space.docx  
140417\_Incubati... 160417\_City Dea...

And a link to the rest

  
Glasgow City Deal  
2014 05 02 C...

Regards,  
[redacted]

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From: [redacted];  
Sent: 02 May 2014 16:27  
To: [redacted]; [redacted]; [redacted]; [redacted]; [redacted]; [redacted]; [redacted]; [redacted]; [redacted]; [redacted];  
Cc: [redacted]; [redacted]; [redacted]; [redacted]; [redacted];  
Subject: RE: Glasgow Clyde Valley City Deal Briefing Session

1

Colleagues

We have been pressing for more detail of Glasgow's proposals ahead of next week's briefing session. This afternoon, I received 16 documents. These are "still subject to refining so should be treated as work in progress rather than a definitive proposal" but have been shared to help inform the discussions.

I have divided them into the various topics and will forward on as follows. More detail is in eRDM if you want to explore further:

[redacted] – infrastructure investment

[redacted] – employability

[redacted] – SME incubation also MedTech

[redacted] – the Strathclyde Future Cities Programme

[redacted] – will keep you sighted on all.

Regards,  
[redacted]

-----Original Appointment-----

From: [redacted]

Sent: 28 April 2014 16:32

To: [redacted]; [redacted]; [redacted]; [redacted]; [redacted]; [redacted]; [redacted]; [redacted]; [redacted]; [redacted];  
[redacted]; [redacted]; [redacted]; [redacted]; [redacted];

Subject: Glasgow Clyde Valley City Deal Briefing Session

When: 08 May 2014 15:00-17:00 (UTC) Dublin, Edinburgh, Lisbon, London.

Where: TBC (Glasgow City Centre)

## CITY DEAL PROPOSAL

### City Region Youth Gateway Model

#### 1. Introduction

The long term ambition is to have a universal Glasgow City Region Guarantee which links development of individual potential with access to employment opportunities. The vision is to link employability support with business support and growth activities to offer both young people and employers a single point of access for skills enhancement and employment opportunities.

The City Region already has a significant number of interventions which support young people to make transitions through education and training into employment however these are not universal nor are they geographically evenly spread. The interventions can operate in silos often due to individual partner priorities or funding regimes. This can make it difficult for young people to navigate between opportunities and makes it easier for them to slip through the net and become longer term unemployed by default.

The Glasgow City Region Guarantee will target all young unemployed people up to age 24 with specific interventions for those aged 25-29 with multiple barriers preventing job sustainment. The extended age range takes account of

- the EU Youth Employment Initiative (YEI) which will be rolled out in the City Region in 2014 and
- recognises that the more barriers a young person faces, delays their transition into sustained employment therefore the likelier it is they will face a cliff edge at age 25 when specific support is withdrawn.

The City Region Youth Guarantee will guarantee all young people aged 16-24 with access to high quality information, advice and guidance which will lead them into education, training and employment opportunities. No young person should be without the offer of an opportunity for longer than 13 weeks. In addition it will offer targeted support to those aged 25-29 with multiple barriers who have not sustained employment. The City Region Youth Guarantee will be modelled on an extension of the successful Glasgow Guarantee which has assisted 4500 young people into employment in the last 4 years. The Guarantee will include

- Pre school leaving support
- First transition support
- Second/subsequent transition support
- Level of intensity of support based on length of unemployment, frequency of unemployment, multiple barriers
- Prevention and reduction interventions
- Voluntary not punitive model
- Universal system to assess vulnerability to not sustaining or progressing from an intervention (based on red, amber green system)

#### 2. Evidence Base

##### NEET

- Based on the School Leavers Destinations Publication, Department for Work and Pensions 2011 (appendix 1) 6 of the 8 local authorities in the City Region have a NEET rate higher than the Scottish average.
- The Scottish Govt SLDR report for 2012/13 (appendix 2) provides additional evidence to support this. While all bar one of the City Region authorities have reduced their unemployed and not seeking and unknown rates to below the respective Scottish averages, only 3 of the 8 LAs had an unemployed and seeking rate less than the Scottish average of 7.1%

leads to job entry, sustainment and potentially job progression. The proposal is to create a City Region Youth Gateway.

The Youth Gateway model is based on extending the Activity Agreement model currently used to support pre/school leavers assessed as Red using the RAG system. Those assessed as Red are offered an Activity Agreement Coach who provides intensive stage 1 support to enable them to progress into and through the employability pipeline.

#### **4. Referral**

Referral to the Gateway will primarily come from DWP, Skills Development Scotland, FE & HE, employability pipeline partners and a small element expected to come from Community Learning and Development Services and Youth Services. These services will be main access point to young people who are NEET and not transitioned to benefit at 18 and those who have removed themselves from the system but remain NEET.

#### **Referral Criteria**

- Unemployed and claiming benefit – referral from DWP at 13 weeks if making 1<sup>st</sup> or 2<sup>nd</sup> claim in previous 52 weeks
- Unemployed and claiming benefit – referral from DWP from day 1 if making 3<sup>rd</sup> or more claim in previous 52 weeks.
- Unemployed and Work Programme returner – referral from DWP at day 1
- NEET and not claiming – referral from employability pipeline partners and CLD/Youth Services from day 1 of engagement.
- FE & HE early leavers – referral from day 1
- FE & HE completers – follow up after 13 weeks and referral if not in employment or further study

#### **5. Tiered Interventions**

All referrals will receive an initial Job Readiness RAG Assessment. A joint assessment framework will be developed and initial assessment will be carried out by DWP at 13 week review as part of Claimant Commitment. The intervention offered will be dependant on RG status. **See Youth Gateway Process Map**

Using the DWP review commitment all claimants will be reassessed at 26 weeks regardless of RG status at initial review. Those who are not in a positive destination and not expected to be in employment within 4 weeks or have not sustained at 26 weeks will be assessed as Red and will all be offered intensive support.

At 39 weeks a further assessment will be carried out to case conference with DWP for clients to be mandated to Work Programme or negotiate a suspension to allow further support through Youth Gateway.

The Youth Gateway will provide a transition report including the work ready assessment, completed activities and next steps to Work Programme Primes on mandating to enable a smooth transition for the client between one employability support provider and another. The Youth Gateway would expect to get a similar report for Work Programme returners.

#### **6. Volumes**

Significant progress has been made on modelling expected referrals from DWP to Youth Gateway.

It has not been possible to accurately predict the number of people on a weekly/monthly basis who will become eligible for review. In consultation with DWP in Glasgow a volume model has been produced that assumes 30% of claimants on a monthly basis will be reviewed between 13-26 weeks and 20% per month between 26-39 weeks. This has been based around on flow, claimant count and off flow per month.

Some assumptions have been made to get to this point however it has been agreed locally that once the joint assessment framework is developed and agreed it will be tested in 4 JC+

## CITY DEAL PROPOSAL

### City Region Youth Gateway Model

#### 1. Introduction

The City Region already has a significant number of interventions which support young people to make transitions through education and training into employment however these are not universal nor are they geographically evenly spread. The interventions can operate in silos often due to individual partner priorities or funding regimes. This can make it difficult for young people to navigate between opportunities and makes it easier for them to slip through the net and become longer term unemployed by default.

The long term ambition is to have a universal Glasgow City Region Guarantee which links development of individual potential with access to employment opportunities. The vision is to link employability support with business support and growth activities to offer both young people and employers a single point of access for skills enhancement and employment opportunities.

As part of this development a number of Youth Gateway/Youth Hub models are being developed across the City Region which provide a coordinated approach to service planning and access to provision and are joining up the journey for young people. The specific City Deal proposal is to develop a discreet intensive support service within the Youth Gateway model for 18-24 JSA claimants; extended to 29 for specific hardest to engage groups. This service will operate across the City Region and provide intensive one to one support along with access to employability pipeline activities.

The purpose of the service is to assist the most disadvantaged/disengaged young people to work through the pipeline and enter and sustain employment at a faster pace. The rate of youth unemployment across the City region is falling however the rate of inactivity has increased with growing evidence that young people are leaving the unemployment register with an unknown destination.

#### 2. Evidence Base

##### NEET

- Based on the School Leavers Destinations Publication, Department for Work and Pensions 2011 (appendix 1) 6 of the 8 local authorities in the City Region have a NEET rate higher than the Scottish average.
- The Scottish Govt SLDR report for 2012/13 (appendix 2) provides additional evidence to support this. While all but one of the City Region authorities have reduced their unemployed and not seeking and unknown rates to below the respective Scottish averages, only 3 of the 8 LAs had an unemployed and seeking rate less than the Scottish average of 7.1%
- Therefore while the authorities have had success in tracking the school leaver population and reducing the number not participating in the employability pipeline, this has not translated in reducing the overall number who are not in a positive destination to below the Scottish average.

##### Benefit Claimants

The Glasgow City Region makes up 8 of the 11 local authorities in the South Western Scotland area which has qualified for additional European support through the Youth Employment Initiative. The table below shows 2012 base year figures

Inner London	45,100
Merseyside	23,800



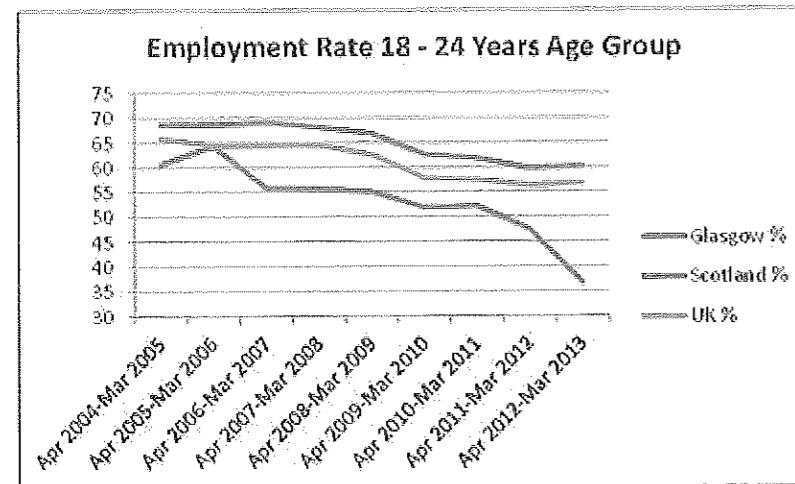
South Western Scotland	44,000
Tees Valley and Durham	29,700
West Midlands	49,000
Column Total	191,500

(source: APS per NOMIS)

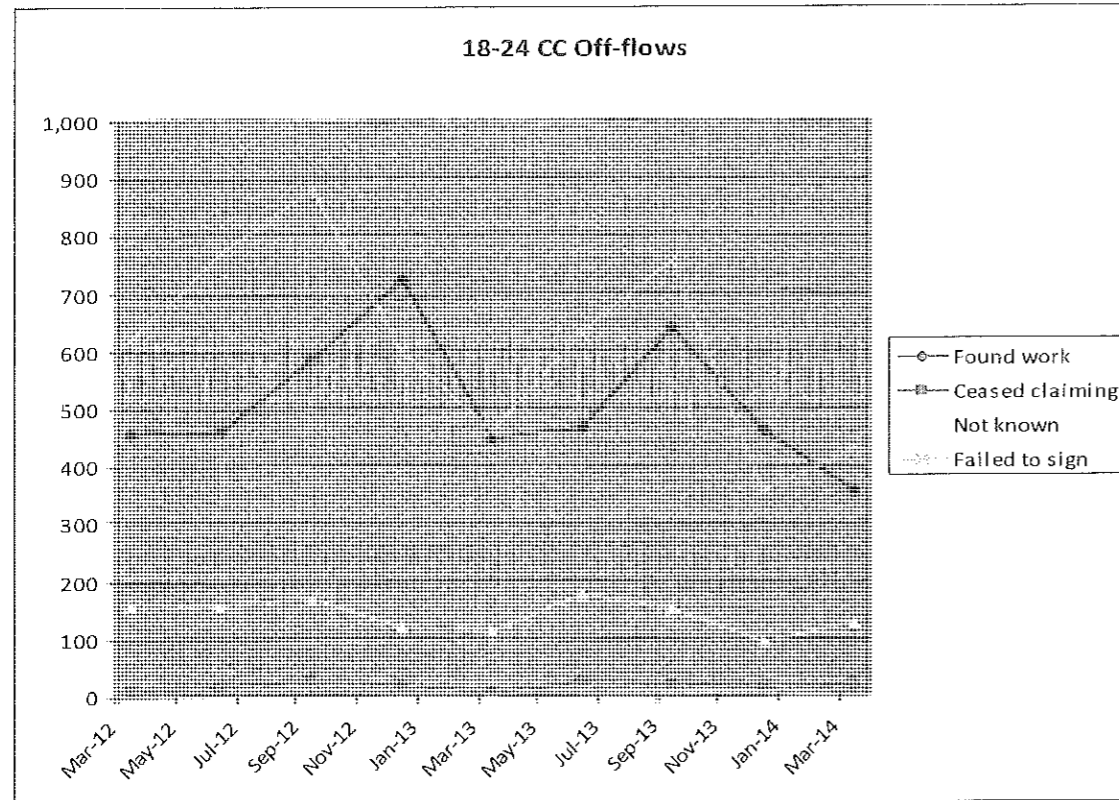
At October 2013 the total figure for the City Region (representing 8 of the 11 authorities in the South Western Scotland region) including SLDR unemployed seeking, unemployed not seeking and 18-24 claimant count was 32,623.

In addition to the above the comparison of local area data for 2012 and 2013 (appendix 1) shows that while the claimant count has decreased from 2012 to 2013 the employment rate has not increased accordingly, decreasing in 4 of the 8 areas. On the whole this has impacted on the economic inactivity rate however not entirely which suggests there could be a hidden unemployment/inactivity population emerging.

The chart below shows the reduction in youth employment from April 2004 to March 2013. From 2007 to March 2011 Glasgow mirrored the Scottish and UK trends however a significant divergence emerges from April 2011 when the % employment rate dipped and continued on a downward trend through to March 2013 while the Scottish and UK appears to stabilise around March 2012 and shows some growth.



There appears to be two factors that are contributing to this trend; an increase in student numbers in Glasgow therefore contributing to increased inactivity; and more concerning an increase in the number of young people leaving the unemployment register with a potential negative destination. While it can be assumed that a proportion of those leaving will be entering employment the trend is fluctuating. The chart below shows data based on Claimant Count off flow from March 2012 – March 2014. The numbers recorded for found work are decreasing at March 2014 however the rate for failed to sign and not known are showing increases.



The chart below is a snapshot comparison of claimant off-flow reasons at March 2012-2014. Although the 2013 data shows an increase in found work and reduction in failed to sign and unknown this is not continued at March 2014. This data further suggests that there is a significant group of young people who's destination is unknown when they leave the register.

**claimant off-flows - reasons by occupation, age and duration**

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	Found work or increased work to more than 16 hours a week	Claimed benefit other than JSA	Government supported training	Education or approved training	Gone abroad	Ceased claiming	Failed to sign	Other reasons	Not known
Mar-12	33.5%	3.3%	1.5%	0.4%	1.1%	0.7%	45.1%	3.6%	11.3%
Mar-13	39.5%	2.6%	0.9%	2.2%	1.8%	0.4%	40.4%	2.6%	9.6%
Mar-14	34.6%	2.4%	3.8%	0.5%	1.4%	1.9%	41.3%	2.4%	12.0%

**3. Intervention design**

At the core of the City Region Youth Guarantee needs to be an overarching service that tracks a young person's journey through the employability pipeline in to employment which

leads to job entry, sustainment and potentially job progression. The proposal is to create a City Region Youth Gateway.

The Youth Gateway model is designed to become the single service access point for all unemployed young people. The **City Deal proposal** is a discreet element of this and is based on extending the Activity Agreement model currently used to support pre/school leavers assessed as Red using the RAG system. Those assessed as Red are offered an Activity Agreement Coach who provides intensive stage 1 support to enable them to progress into and through the employability pipeline.

This City Deal proposal outlines the discreet service for JSA claimants with a claim between 13 and 39 weeks.

#### **4. Referral**

Referral to the City Deal Youth Gateway programme will primarily come from DWP.

##### **Referral Criteria**

- Unemployed and claiming benefit – referral from DWP at 13 weeks if making 1<sup>st</sup> or 2<sup>nd</sup> claim in previous 52 weeks
- Unemployed and claiming benefit – referral from DWP from day 1 if making 3<sup>rd</sup> or more claim in previous 52 weeks.
- Referral will be determined by DWP at 13 and 26 week claimant review

##### **Intervention**

As part of the 13 week claimant review DWP will determine the need for more intensive support and refer claimants to the Youth Gateway as required. On referral the young person will be allocated a caseworker who will become their mentor and provide one to one intensive intervention. The mentor will work with the young person to assist them meet and develop their work plan and assist them access employability pipeline services. This will strengthen and increase their employment skills and facilitate earlier entry to employment. Using the DWP review commitment all claimants will be reassessed at 26 weeks regardless of Red/Green status at initial review. Those who are not in a positive destination and not expected to be in employment within 4 weeks or have not sustained at 26 weeks will be assessed as Red and will all be offered intensive support.

All DWP referrals to Youth Gateway will have access to the range of employability pipeline services available across the City region.

At 39 weeks a further assessment will be carried out with DWP for clients to be mandated to Work Programme or negotiate a suspension to allow further support through Youth Gateway.

The Youth Gateway will provide a transition report including the work ready assessment, completed activities and next steps to Work Programme Primes on mandating to enable a smooth transition for the client between one employability support provider and another.

#### **6. Volumes**

Significant progress has been made on modelling expected referrals from DWP to Youth Gateway.

It has not been possible to accurately predict the number of people on a weekly/monthly basis who will become eligible for review. In consultation with DWP in Glasgow a volume model has been produced that assumes 30% of claimants on a monthly basis will be reviewed between 13-26 weeks and 20% per month between 26-39 weeks. This has been based around on flow, claimant count and off flow per month.

Some assumptions have been made to get to this point however it has been agreed locally that once the joint assessment framework is developed and agreed it will be tested in 4 JC+ offices as part of the Claimant Review with claimants reaching 13 weeks and 26 weeks in their current claim. This will give a more accurate picture of the number of referrals likely to

be generated on a weekly/monthly basis. It will also test the assessment framework. This will be tested in Dumbarton, Greenock, Shettleston Hub and Hamilton JCP offices.

## **7. Delivery Model**

Services will be based in a city/town centre 'hub' and delivered on a 'hub' and outreach basis. Outreach is required to initially engage with those furthest from the labour market with the intention to have clients use the 'hub' as their engagement and readiness progresses – this will record a measure of progress.

The 'Hub' will be a separately branded entity to ensure access for all young people who may or may not be engaging with DWP to claim benefits. The current DWP Glasgow Youth Hub in Shettleston works successfully for DWP however partner feedback is that it does not necessarily have the same benefits for them. It also does not attract clients not in receipt of benefits who will be one of the key client groups for the Youth Gateway as part of the wider City region Youth Guarantee. Within the City Region there are already examples of

## **8. Data Sharing**

This is an area which requires more in depth discussion between the Glasgow City Region authorities and DWP. A data sharing agreement is already in place for the national data hub therefore this will be replicated for the Glasgow City region with an extension of age range. The GLED District manager is pursuing this. We have also agreed to include a claimant notice that their information will be shared when they end their claim even if they have not been referred to the Youth Gateway. This is for tracking purposes as it will allow local authorities to establish if someone has moved in to a positive destination or simply ended their claim. It will assist future service planning and also provide DWP with exit information which they are unable to collect at present.

## **9. Funding**

A cost model is attached. The model has been developed to take account of various referral flows at 13 weeks until such times as the assessment model is tested and more accurate flows can be established. This is the total cost of delivering this model.

The City Deal ask is for a ?% contribution with the other ?% being match funded from local authorities which may or may not involve the use of ESF funding. This will be determined by each local authority.

## **10. Success metrics – what are we looking to achieve?**

- Reduce the length of unemployment therefore delivering benefit savings
- Reduce employment churn by increasing job sustainability therefore delivering benefit savings
- Reduce on flow to JSA by joining up opportunities and tracking outcomes delivering benefit savings
- Improve school leaving positive destinations
- Increase sustainment in learning therefore increasing skill levels, reducing churn and reducing repeated on flow to JSA

# DRAFT

## New South Glasgow Hospitals Campus (NSGH)

This short paper summarises the strategic case for City Region City Deal from UK treasury sources.

### 1. Background

In common with other major UK cities, the Greater Glasgow area is on the point of completing a major re-alignment of acute healthcare provision. In this process, older hospitals, some dating back to Victorian times are being closed, and provision consolidated into a major new acute hospital serving the City and the wider region.

The economies of scale and consolidation of expertise of this new acute hospital, one of the largest in Europe, will provide significant benefits, both primary and secondary. The primary benefits are most obviously significant improvements in both the quality and cost effectiveness of acute health care delivery in the greater Glasgow area and the boost to the construction sector from this £1 billion infrastructure investment.

However, as other city regions notably London, Oxford and Edinburgh have demonstrated, such major scale public investments in large consolidated clinical centres also provide a once-in-a-lifetime opportunity to simultaneously realign a number of critical research, teaching and industry-led innovation activities.

Capturing and nurturing these activities will add huge value and provide mechanisms for generating sustainable economic and scientific impact in the long term.

In the context of the City Region City Deal proposition by Glasgow City Council, all of these strategic developments, which add significant value to the major Government investment in the hospital, are highly relevant and timely. At a strategic level, focussing solely on the NHS delivery element of the site would have created “the largest district hospital in Europe”, as opposed to realising the full potential of the Campus to emulate major international medical hubs such as the Cleveland and Mayo clinics in the US. The critical feature of these sites is that they effectively intertwine academia, life sciences industry and healthcare provision to generate leadership and critical mass of activity, which is self sustaining.

Through the co-ordinated regional strategy we have developed a 3-phase strategic plan which builds on the existing international strengths and innovation in stratified medicine, clinical research and imaging capability.

In essence, Phase 1 lays the foundation through completion of the £1 billion hospital itself. Phase 2 is the critical current phase where past funding is sufficient to support strong facilities for teaching, clinical trials, stratified medicine, and related innovation by 2015, but where there is a clear strategic gap in funding to maximise the impact of our medical imaging capabilities. Phase 3 is forward looking and anticipates provision of future “industry driven” growth.

### 2. New South Glasgow Hospitals Campus: Strategic Deliverables

The overarching strategic deliverables of phase 2 & 3 are as follows:

## DRAFT

- Delivery of world class medical training and teaching
- Critical support facilities for academic translational medicine and clinical trials
- The creation of new innovation centres to promote the triple helix of academic- NHS and industry collaborations modelled on the Fraunhofer model
- Mixed laboratory/office “Incubator and grow on” space for SMEs created by the above
- Mixed laboratory/office space for corporate partners attracted to the new site
- Strategic space, which can include “shell floors”, which can be used to accommodate new applied research centres and initiatives at UK or European level (Horizon 2020/EIF)

The following sections provide further details of each phase concentrating on Phase 2, which is currently live and where opportunities for immediate integration of a medical pillar into the Glasgow City Deal proposition are clear.

### 3. Three phase description

#### Phase 1: Scottish Government Clinical Investment 2010-2015 New South Glasgow Hospitals Campus

The new South Glasgow Hospitals Campus represents an investment to Glasgow and Scotland in the region of £1 billion; as is current practice, the £1 billion is a direct Scottish Government investment, not a PFI. When it opens in 2015, the new hospital will be the largest hospital in Western Europe and will include maternity, paediatric and adult services on a single site. The hospital will serve 41% of Scotland’s population (2.3 million), including the most dense areas of deprivation and chronic disease.

#### Phase 2 : Completing the picture - Imaging Centre of Excellence (ICE) (£20 million new build)

In the past two years investment of over £50 million has been secured by the University of Glasgow, working closely with the NHS to consolidate strategic activities alongside the £1 billion Scottish Government investment in clinical facilities.

This investment includes £5 million for a new clinical research facility, £20 million for medical teaching and learning building, £20 million for the Stratified Medicine Scotland Innovation Centre and £18.8 million to procure and provide basic accommodation for a 7 Tesla MRI scanner. These buildings and initiatives are all functionally linked and mutually supporting within the Campus and capable of generating significant clinical, scientific, industrial and ultimately societal impacts.

There is an immediate opportunity to add value by building a state-of-the art Imaging Centre of Excellence (ICE), centred around the 7Tesla MRI scanner, with the potential for supporting SME innovation space and accommodating future expansion of stratified medicine activities. The ICE adjoins the CRF building and is part of the same functionally linked complex as the main new hospital.

#### Phase 3 : Planning for future growth

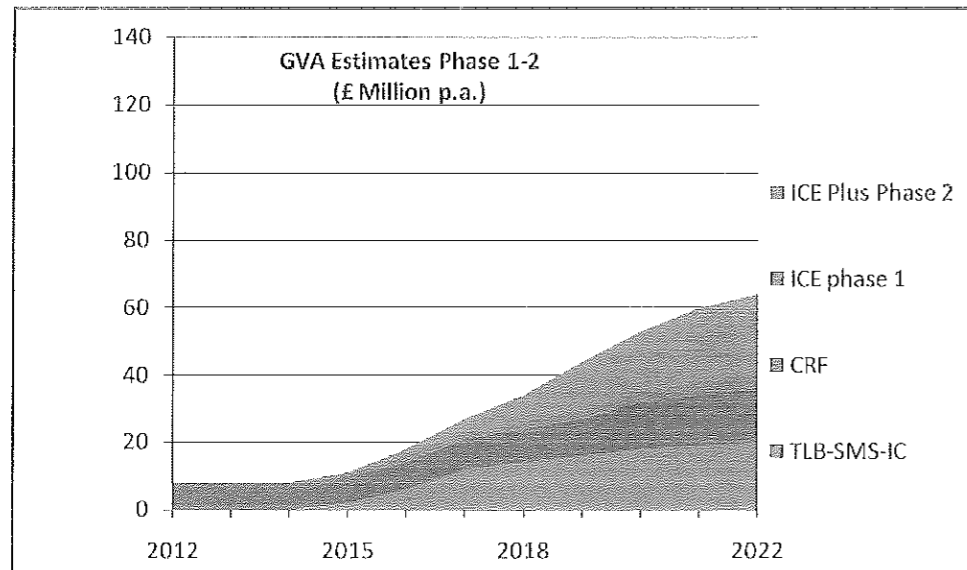
Phase 3 encompasses development plans which will further enhance the impact of the New South Glasgow Hospitals Campus and become relevant to City Region City Deal over its lifetime. This will be achieved through supporting future growth through a £36-40 million mixed-use building.

This building will plan make the best use of the strategic “Ogilvie site”, currently the largest unencumbered area for development within the entire NSGH site.

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For a future investment of £36-40 million this 75-85,000 sq ft building will provide space for the Catapult for Precision Medicine, industry-driven stratified medicine development, which would become a UK/international centre of excellence and a core for a major Technology Strategy Board investment. It could also accommodate the clinical delivery end of a major Med-Tech initiative being planned by Strathclyde University and provide expansion space for new initiatives from European Community and corporate partners.

## 4. Strategic importance of the Imaging Centre of excellence ICE Phase 2



Our most important priority is acquiring gap funding to create an Imaging Centre of Excellence (ICE). This will capitalise on recent success in acquiring investment for a 7 Tesla MRI scanner by adding additional floors to create an internationally competitive centre in medical imaging incorporating NHS, academic and industry partners. This facility builds on our success in acquiring external funding for the first 7 Tesla MRI scanner facility in clinical practice in the UK.

Graph 1 above shows how the additional funding package enabled by 33% gap funding by BIS as a part of the City Region City Deal would hugely increase the economic impact of imaging within the New South Glasgow Hospitals Campus.

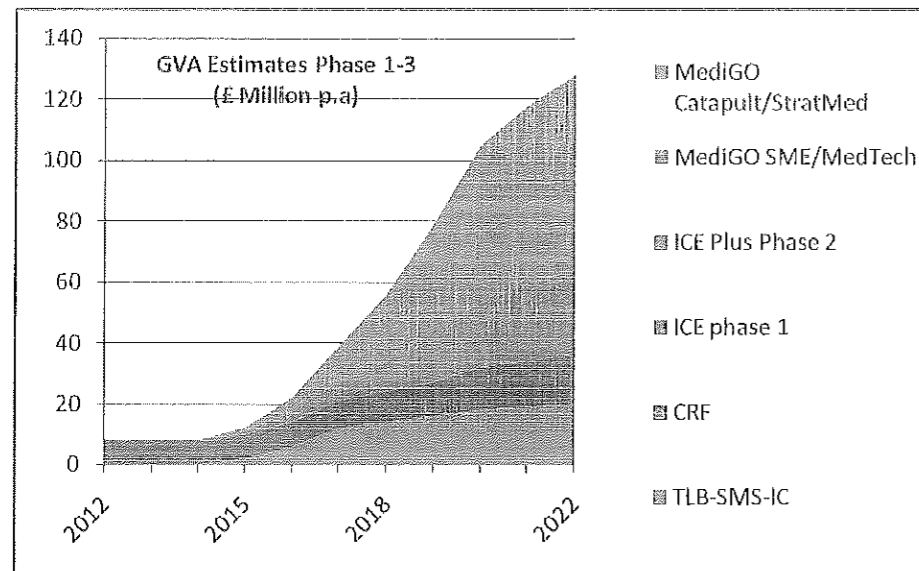
ICE, and the industrial, NHS and research activities, are critical for securing Glasgow's position in the field of Stratified Medicine. State of the art medical imaging is essential to the delivery of the high value stratified medicine clinical trials, which are the core competence of the £20 million Stratified Medicine Scotland - Innovation Centre (SMS-IC) secured in 2013/14.

An Imaging Centre of Excellence will act as a critical step in securing Glasgow's competitive position to win the £50 million TSB Catapult in Precision Medicine to be decided in Spring/Summer 2014 and/or its ability to collaborate with such a UK centre wherever located.

Graph 2, below, illustrates provisional growth estimates in GVA and FTEs created by phase 1-3 activities until 2022. It is clear that imaging activities occupy a strategic role, building upon recent investments in teaching, clinical research and Stratified Medicine Scotland – Innovation Centre.

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Moreover, we can confidently predict a large economic benefit from future expansion opportunities in Stratified Medicine (driven by Technology Strategy Board and European Community), MedTech in Scotland and provision of facilities for industry, both SMEs and major pharmaceutical and biotechnology industry.



### 5. Costs (ICE building)

In order to create an Imaging Centre of Excellence, we wish to make an immediate request of £16 million to complete gap funding for fully fitting out a three story building creating 31,000 sq ft of usable space in total. The cost of this building has been estimated at £20 million.

These will provide a basis for accommodating future potential short term needs arising from expansion of Stratified Medicine initiatives.

### 6. Outline activity plans for the ICE building

The three floors of the fully fitted building would accommodate up to 240 staff with approximately 40 clinically-related FTEs supporting day to day running of the 7 Tesla scanner facility on the ground floor, a middle floor of 80-100 specialist academic clinical researchers specialising in applied imaging research and a top floor (10,000 sq ft) of mixed office and lab use set aside for space to accommodate 80-100 FTEs from industry both SME's and corporate partners. This space will fill some to the 25,000 sq ft gap for SME incubator space identified under the recent "Bio-Corridor Supply and Demand assessment" commissioned by Scottish Enterprise (Creative Places 2012).

We envisage that this industry dedicated space will be available to all SMEs in the life sciences field, but will be particularly attractive to companies with a focus on imaging and stratified medicine.



## DRAFT

### 7. Funding request for completion of Phase 2 and matching funding

As mentioned above, the overall investment in the linked facilities for clinical research, training, stratified medicine, industry space and imaging equipment is in excess of £50 million.

The table below lists the high level funding associated with these activities (further detail can be provided). Note that a proportion of this funding was from UKRPIF (£10 million); this has not been included in our 'eligible' matched funding calculations.

Development	Source of Funding	Amount
Hospital development	Scottish Government	£1 billion
Imaging and CRF	Sackler	£3.5M
Imaging	ERDF	£2.3M
Imaging	Wolfson	£0.8M
CRF	Wellcome	£0.75M
CRF and Imaging	NHS	£1.0M
CRF and Imaging	UKRPIF	£10.0M
CRF and Imaging	CSO	£3.0M
Learning & Teaching Facility	NHS	£4.025
Learning & Teaching Facility	University of Glasgow	£3.975
Learning & Teaching Facility	SFC	£5.0M
SMS-IC capital equipment	SFC	£4.0M
SMS-IC operation	SFC	£8.0M
Incubator space in L&TF	Glasgow City Council	£1.5M
SMS-IC	Aridhia	£2.6M
SMS-IC	Life Technologies	£3.5M
SMS-IC	University of Glasgow	£0.15M
CRF	NHS	In-kind long-term lease of space for CRF

Cost of Building ( 3 floors)	£20 million
ICE "Eligible" matched funding	£32 million
<b>Request of BIS on 2:1 basis</b>	<b>£16 million</b>

### 8. Future Developments – Phase 3

As described above, a development adjacent to the NSGH would be very attractive for both Catapult and Med-Tech developments. The 'Ogilvy' site adjacent to SGH represents a significant opportunity that could support a world-class hub for both Med-Tech and the UK Catapult for Precision Medicine. These developments would require the purchase of the site and building a Medical Technology facility.

The University of Glasgow and Strathclyde University have agreed that there is great value in working together with NHS GGC, under the Glasgow Economic Leadership banner, to benefit both the City and Glasgow BioCorridor.

## DRAFT

Estimated cost of Ogilvy site	£6 million
Estimated cost of combined Medical Technology building	£20 million
<b>Total Cost (estimate)</b>	<b>£26 million</b>

### 9. Summary of Financial Request

**Priority One Request:** £16million for the Imaging Centre of Excellence (ICE)

**Priority Two Request:** £26million for the Medical Technology building, including 'Ogilvy' site.

# The Glasgow BioCorridor Imaging and MedTech Collaboration

## Positioning Paper – 21 April 2014 (Draft)

### 1. Introduction

The University of Strathclyde, University of Glasgow, NHS GG&C and BioCity have come together under the auspices of Glasgow Economic Leadership (GEL) to provide a unique but important partnership to support innovation and commercialisation of technology in the Healthcare and Medtech space. The multidisciplinary skills across the partnership means that **innovation can be supported from TRL1 all the way through to the market and the direct involvement of clinicians and researchers** within NHS GG&C ensures that the developing technology is embedded within our primary healthcare provider.

### 2. Imaging

The University of Glasgow leads on the SMS-IC (Stratified Medicine Innovation Centre) which involves the 4 Medical Schools across Scotland and has the University of Strathclyde as an associate member. SMS-IC will be based at the new South Glasgow Hospital (SGH) and will have access to over 30 years of patient's records – no other area in the UK can provide such longitudinally data.

Alongside the SMS-IC the University of Glasgow are leading on a new Imaging Centre that will have as its focal point a state of the art Siemens Tesla 7 MRI scanner (the first in Scotland). This facility will provide near market scanning for the drug discovery and the medical device market and in particular will provide an excellent facility for global companies for clinical trial programmes. This MRI facility will fit synergistic with the medical physics developments and networks within NHS GG&C.

The University of Glasgow will lead on the new Imaging Centre but will be supported by the imaging solutions and tools R&D team based in Health Technologies at Strathclyde. The University of Strathclyde (e.g. mesolens and ultrasound) along with the NHS GG&C (optical scanning) technology team will provide a very important pipeline of new products to feed the SME and global commercial community within the new Imaging centre. These companies will be supported during and after development by BioCity who are considered industry experts on commercialisation and incubation.

The availability of top of the range Imaging at SGH will **encourage engagement of the key global players in drug development, medical devices and imaging technology to SGH.**

### 3. MedTech

Medtech revenues are growing at around 8% pa worldwide and are being driven by a commitment by Global and SME companies to new innovation. However a major

challenge for the SME community who are often lead on the new disruptive technologies have major challenges in taking product through TRL 4 to 7.

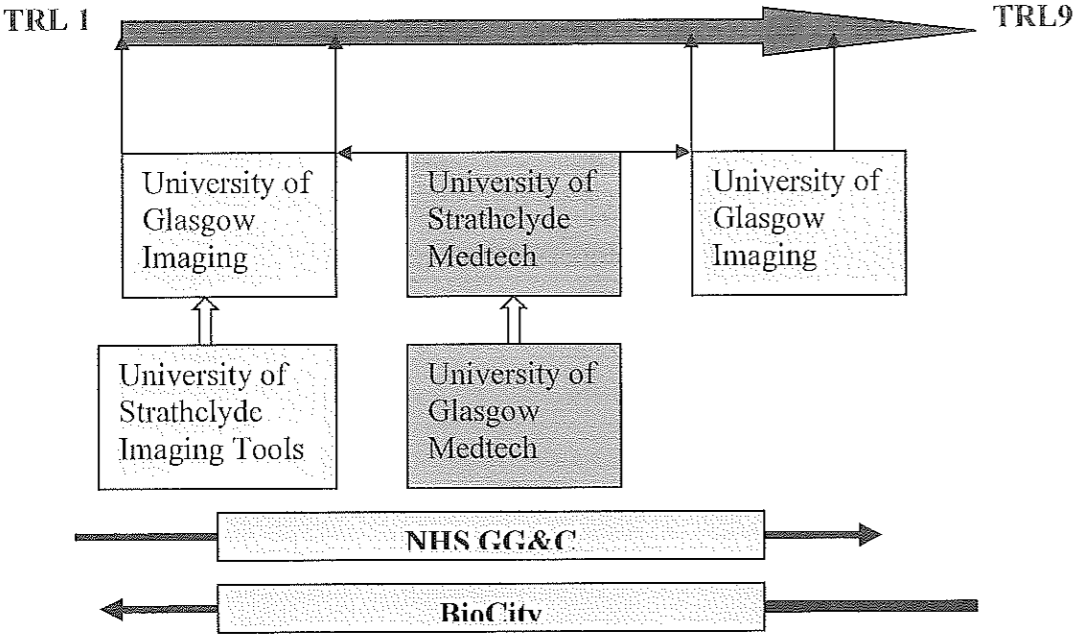
The University of Strathclyde with its multi-disciplinary approach to solving industry problems and with strong teams in biomedical engineering, electronic engineering, mechanical engineering, nanotechnology etc are ideally place to support this problem area for industry. They also have an excellent track record of supporting and delivering for global companies demonstrated by their collaborations worth more that £50m in the health technologies space.

This means that Strathclyde are ideally placed to lead on the new proposed Medtech Centre which will be managed from the university but will have a outreach facility within the SGH. Relevant projects will be embedded with clinicians and researchers and focus groups including Strathclyde, Glasgow, NHS GG&C and BioCity along with the company representatives will meet to ensure projects are managed professionally and outcomes are healthcare practitioner friendly.

The University of Glasgow augments that skill base by having strong areas of expertise for example in e-health, health economics and an exceptionally strong life science department including their medical school.

However it is the bringing together the university academics along with the NHS GG&C at SGH and BioCity with their undoubted expertise in supporting companies that is the real value proposition.

The Medtech will be a truly “one stop shop” which companies will be able to enter at their preferred point anywhere along the TRL scale and be fully supported until they get to product launch and support.



**MediCity™ Scotland:  
Bringing together Academia, Business and Clinical excellence in  
Healthcare & Wellness**

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**1.0 Synopsis**

MediCity Scotland will be a new not-for-profit company that will act as a focus for the commercialisation of innovation in the field of healthcare and wellness in Scotland.

BioCity Scotland will contribute a 20 year lease on a dedicated building at a peppercorn rent to act as a physical centre for MediCity's healthcare and wellness commercialisation activities.

It will bring together partners in academic institutions, including Universities of Strathclyde & Glasgow, the NHS and large and small corporates including Alliance Boots and Mode Diagnostics.

Moreover, it will combine entrepreneurs, frustrated healthcare users, providers with unmet needs and technologies in a melting pot of innovation and creativity. Applying BioCity's programme for the creation and development of new businesses, Next Business Generation, it will actively source new solutions at the interfaces between disciplines- e.g. textiles and diagnostics; gaming and healthcare. These will then be developed in a structured and highly disciplined way to the point when they become scalable propositions.

Furthermore, the centre will undertake research into the business of healthcare and the creation of companies in the sector, linking directly with the academic centres of excellence in Scotland to become a global thought leader.

Over five years the centre can be expected to have created or developed over 50 new businesses and more than 350 jobs in addition to creating a globally recognized centre of expertise in healthcare commercialization.

**2.0 Background**

Like the rest of the EU, Scotland's Healthcare & Medical technology sector is comprised of mostly small or micro businesses that are poorly connected and lack a central focus. The interaction between business, the health service and academia is challenging and opportunities are therefore likely to be missed.

An attempt to address this is being made in England with the establishment in 2013 of MediCity Nottingham, a joint venture between Alliance Boots and BioCity which is bringing together technologies & clinical insight from universities and the NHS with entrepreneurs and large corporate partners such as Alliance Boots, Proctor & Gamble and Unilever.

The corporate partners provide the consumer insight and a route to market; the NHS partners provide healthcare solutions developed in-house looking for a commercial outlet, as well as the source of unmet needs; the academic centres provide a source of technology, expertise and access to high-end equipment; while the entrepreneurs seek to pull these factors together into viable business

**MediCity™ Scotland:  
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opportunities. MediCity Nottingham acts as the 96,000 sq ft physical hub for these activities on the Boots campus and the MediCity team brings the activities together and stimulates new innovation.

It is proposed to replicate this model for Scotland.

### **3.0 Proposal**

#### 3.1 Structure

A new not-for-profit company limited by guarantee will be created to hold the assets, such as the property lease, and be the recipient of any grant or other funding. A free license to use the MediCity trademark will be granted to the new entity.

#### 3.2 Physical space

An initiative such as this requires a physical centre so BioCity Scotland will donate a 20 year lease on a stand-alone building on its campus on the outskirts of Glasgow. The building comprises of lower ground floor workshops and meeting rooms and two floors of offices, totaling approximately 11,000 sq ft of net space. This building will be refitted to provide hot desk, work pod and small office space for entrepreneurs and small businesses.

In addition the lower ground floor workshops will provide space for small engineering works and some prototyping.

Meeting space will also be an important feature as collaboration and networking is key to the spark of new ideas.

This site will be the main location to meet, whether by chance or design, all the key players in the healthcare, medical technology and diagnostics sector in Scotland, immediately creating the benefits of critical mass that are currently absent.

#### 3.3 Activities

MediCity will focus on two areas: (a) creation of successful new healthcare businesses and increasing the success of those already in existence; and (b) research and thought leadership into the practical aspects of healthcare commercialization and business creation.

The underlying premise of all this activity is simply that the whole healthcare sector should be more than the sum of its parts- this is not currently the case.

##### *a) Creation of new businesses and increasing the success of existing*

New businesses will be created by bringing together four key constituencies:

- i) Technologies looking for an application- these may come from academic centres, hospitals or private individuals and organisations;
- ii) Frustrated users- e.g. clinicians looking for a better way to achieve better results, e.g. improved outcomes for patients or better optimised resources;

[redacted];

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From: [redacted]  
Sent: 11 July 2014 16:17  
To: [redacted]; [redacted]; [redacted];  
Subject: part 2  
Attachments: City Deal 2 Exxon- description 100314.docx; Esso Bowling Access.pdf; Esso Bowling Access - A814 Link Road.pdf; Future Map CVIIF Project Proposals A8 M8 Corridor Access Improvements updated 031213.pdf

[redacted]  
[redacted]

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## WDC 02- Exxon Mobil site

### Introduction

Former Bowling Oil Terminal owned by Esso Petroleum Company Limited (Esso) is located on the north bank of the River Clyde between Clydebank and Dumbarton around 16km/10 miles from Glasgow City Centre.

The wider site area (including mudflats and river) extends to approximately 53 hectares/115 acres of which the land element comprises approximately 41 hectares/101 acres. The site has been owned and operated by Esso for over 80 years. Esso's parent company is Exxon Mobil.

The site is disused and was demolished to ground level in 1997. In the interim, remediation of some of the site has taken place with further remediation investigations/works on-going.

The local draft 2013 plan identifies the majority of Esso's land as 'Industrial/Business Opportunity' which "supports uses such as business, industry, storage and distribution, leisure and tourism. Maritime-related uses making use of Dunglass Basin and the deep water access the site offers will be particularly welcome." The plan also notes that to facilitate this development upgraded access arrangements and Green Network enhancements would be required.

The site is situated on the Clyde flood plain and a series of sea walls and embankments, or bunds, have been built on shore to prevent flooding from exceptionally high tides. Future development will likely manage flood risk through use of density defences, layout, construction method and services/infrastructure.

Esso are undertaking a phased remediation process from east to west in order to bring the site to a condition suitable for industrial/commercial development. Remediation is well advanced at 'Eastfield' with this section due for completion by the end of 2014. Eastfield section equates to approximately 10% of the site. With 'Centrefield' to follow and expected to be completed by end of 2015. The timeframe for completed remediation of the whole site is anticipated for a further 3-5 years after the completion of 'Centrefield' with the potential of a third party owner undertaking the latter work.

### Land Use

Exxon Mobil Site does not have a masterplan or developed project plan. The proposed uses on the site are as follows:

- 1) Logistics & Inter-Modal Container Freight Handling. E.g. supermarket groups/online retailers.



- 2) Low carbon/Energy Renewables. E.g. large fabrication and assembly related to onshore and offshore renewables.
- 3) Integrated Waste stream management associated with Scotland's zero waste plan.
- 4) Integrated Whisky/Branded Drinks sector linked to drinks cluster around Dunbartonshire
- 5) General Industrial including Energy /Bio-Energy & Waste Energy- coastal/port related.
- 6) Mixed Use- commercial, Leisure and ancillary support facilities potentially combining elements such as cruise liner terminal.

### Site Access

The site has access restrictions and one significant early phase of development would be an access road which would also provide as much needed relief road for the A82. There is scope to introduce a new western access to the site making use of an existing railway tunnel identified. However, there are a number of issues that will need to be taken into consideration when developing options for this access including:

- Potential impacts upon the railway line arising from the likely requirement for modifications to the tunnel that would be required to accommodate a suitable access road to the site;
- Impacts on the adjacent National Cycle Network Route 7 and potential requirements for mitigation measures to ensure route continuity is maintained;
- The location of the junction with the A82 / A814 and potential impacts it could have on the operation of the Trunk Road as well as the Dumbuck junction; and
- Land requirements (purchase of private land) for the construction of the link road.

However, despite these issues there are limited options for alternative access points in this vicinity and this is consequently likely to offer the greatest opportunity to provide a western access to the site.

It is feasible to deliver enhanced access to the former ESSO site at both its eastern and western ends. It will be easiest to provide an access at the eastern end where there is an existing railway bridge that provides a link into the site.

The preferred solution for the eastern access is likely to involve an improved junction with the A814 as it will be significantly more straightforward to implement and will minimise impacts on the A82 Trunk Road and National Cycle Network Route 7. However, it will only be appropriate if high levels of traffic and/or high levels of heavy goods vehicles are not expected to be using the junction. If this is anticipated then there may be a requirement for a larger junction encompassing an enlarged Dungleigh Roundabout.

At the western end there will be a need for more complex engineering to provide the access due to the constraint imposed by the existing railway tunnel and the need to ensure efficient operation of the road network in the vicinity of the Dumbuck junction.

Further appraisal work should be undertaken to identify the most appropriate scheme taking into account potential operational impacts on the existing constrained road network.

It is apparent that options involving widening or replacing the railway tunnel will be considerably more difficult to implement. On this basis, it may be preferable to take forward a solution which does not involve widening or replacing the tunnel at this time as it will be easier to implement and there would be scope to widen or replace the bridge at a later date if necessary.

Finally, a link road alignment following a former railway solum that runs through the site offers a number of benefits in terms of opening up the site for development and providing a diversionary route to the A82 Trunk Road. It is also not expected to face any major technical impediments to delivery although site conditions are unknown. However, it is dependent on at least one access, and preferably both accesses, being implemented in advance.

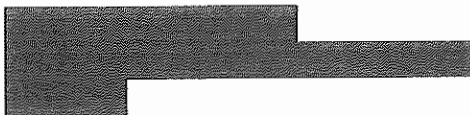
On this basis a phased implementation of measures would be required. The eastern access should be taken forward first given it is the more straightforward solution followed by the preferred western access when this has been identified. The link road can then connect the two accesses.

### **Road Access Summary**

To take forward additional analysis is required to:

- Define the junction layouts at the eastern and western accesses;
- Develop outline designs for the junctions and any associated network amendments;
- Understand the traffic and operational impacts of the new junctions / link road by carrying out analysis using a suitable traffic model; and
- Agree the preferred solution for the eastern and western accesses to the site.

However, it should be noted that an understanding of the likely land-uses in the site along with anticipated traffic generation would greatly assist to enable analysis of the traffic and operational impacts of the scheme.



# Esso Bowling



# West Dunbartonshire Council Title : A814 Link Road / Esso Bowling Access

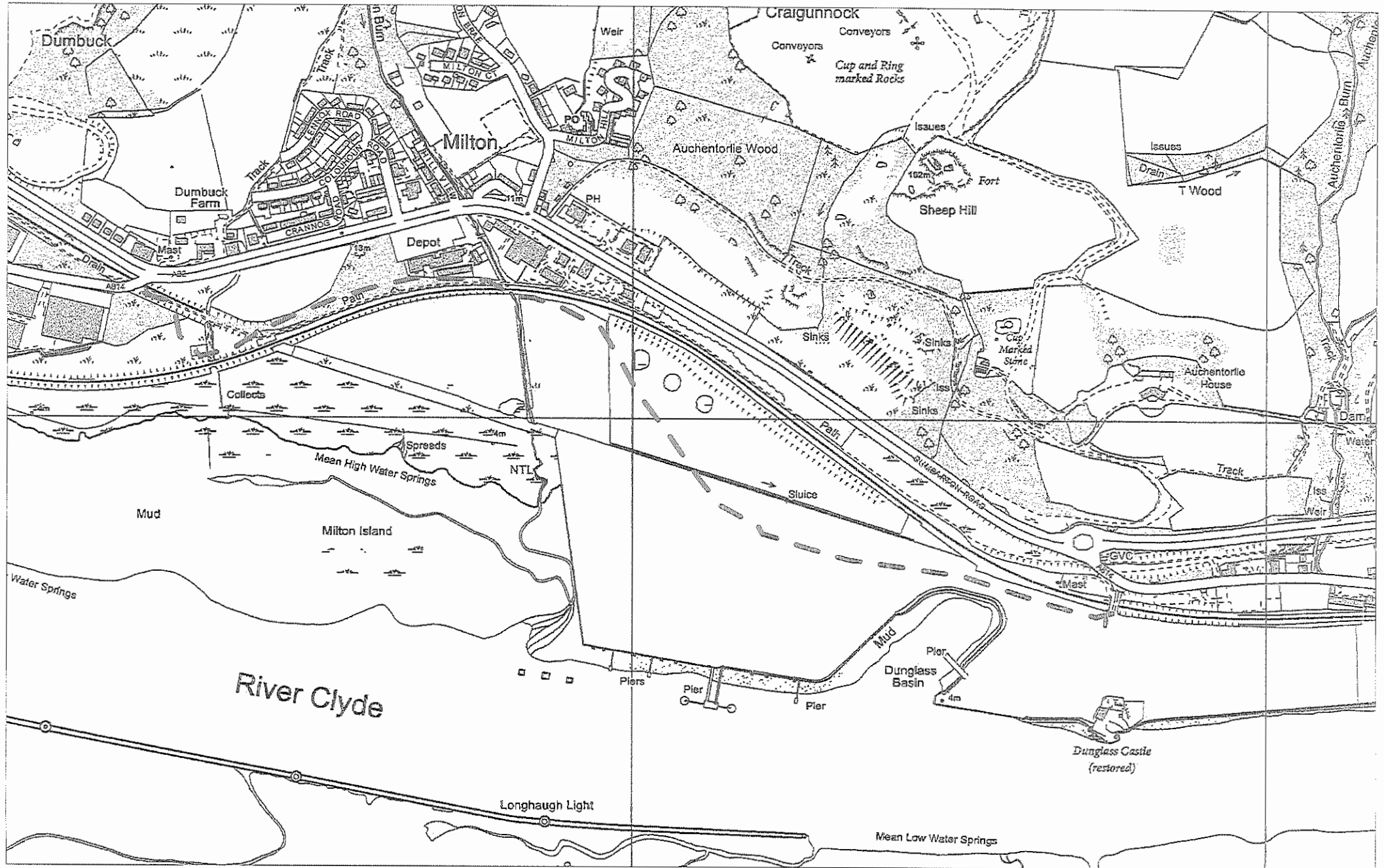
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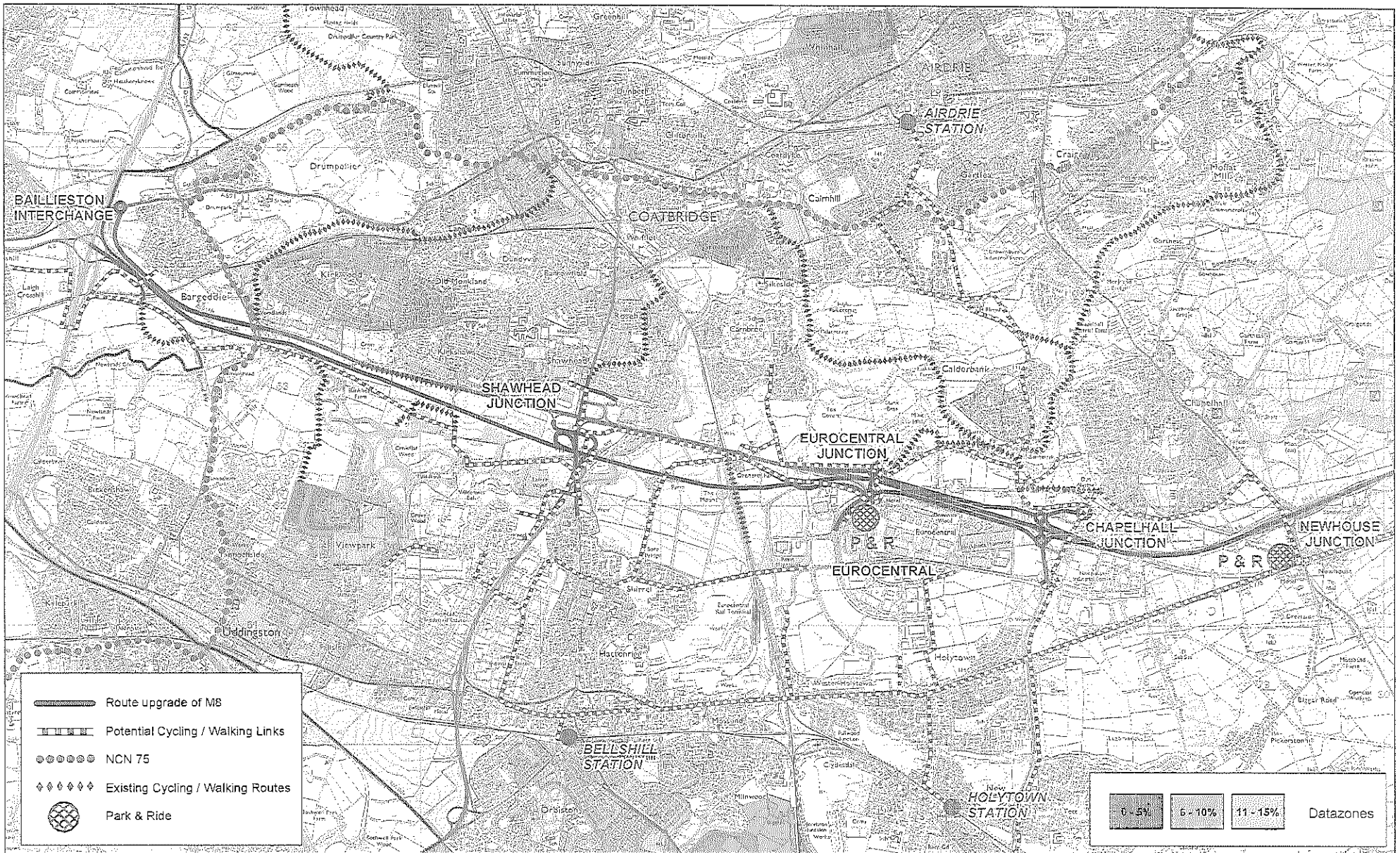
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Date : 25/02/2014

Scale : 1:7500

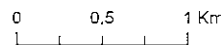
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**A8 / M8 CORRIDOR ACCESS IMPROVEMENTS  
Future Map - CVIIF Project Proposals**

1:30,000



[REDACTED]

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**From:** [REDACTED]  
**Sent:** 11 July 2014 16:54  
**To:** [REDACTED]  
**Cc:** [REDACTED]  
**Subject:** Re: Note of Meeting, Tuesday 17th June - West Dunbartonshire

[REDACTED]

[REDACTED] attended the city deal meetings on wednesday. With [REDACTED] moving on he'll be taking the lead. [REDACTED] is not being replaced as I understand it.

[REDACTED]

Sent from my mobile device. Answers are necessarily shorter and please excuse typos.

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**From:** [REDACTED]  
**Sent:** Friday, July 11, 2014 04:51 PM GMT Standard Time  
**To:** [REDACTED]  
[REDACTED]  
**Subject:** RE: Note of Meeting, Tuesday 17th June - West Dunbartonshire

[REDACTED]

Thanks for this. Obviously, we now have a commitment from UKG on the City Deal and on the back of that, SG can finally be involved directly in talks with UKG and Glasgow/other authorities on the details of the deal, which are due to be finalised by end July. I am not clear on the figures for the A82 proposal on the Exxon site but I believe it is in the package to be approved for the City Deal, so any SG position will need to be agreed on that basis.

We are now grappling with how precisely 'match funding' will work and whether it can only be by handing money over to the local authorities. [REDACTED] is lead person from Finance Directorate supporting [REDACTED] on the financial aspects in the mean time. I will suggest that he keeps in touch with [REDACTED] on whether any input from Transport Scotland that would support this project might work as a contribution to our 'match funding' by any other name, but I think both are probably already alert to that possibility.

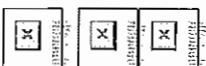
[REDACTED]

[REDACTED] Director of Financial Strategy and Head of Revenue Scotland | [REDACTED]

[REDACTED]

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**From:** [REDACTED]  
**Sent:** 08 July 2014 13:38  
**To:** [REDACTED]  
**Subject:** RE: Note of Meeting, Tuesday 17th June - West Dunbartonshire

[REDACTED]

I am grateful to [REDACTED] for copying me into this note. I was on AL when it arrived and returned yesterday. The following is really to update [REDACTED] (when he's back) on our perspective. I am not sure we are quite in a position to offer a public line for anyone to give to West Dunbartonshire. I think there would need to be consultation between Ministers.

A simple look at a map for the area illustrates that for a stretch of about 1.7km the only through road along the northern bank of the Clyde is the A82. This is a dual carriageway with a slim median strip and no central barrier since there is a number of business and private accesses taken from the road as well as bus stop laybys on either carriageway. Work that informed the Council's Local Transport Plan suggests queues develop in the area during peak periods and this is broadly consistent with observed conditions. Providing a link through the Exxon site would only deal with the diversion point being made by the Council.

The early 'medium list' of projects being considered for inclusion in the City Deal included five for West Dunbartonshire with a total spend of £153million. Of this, remediation of the 81 acres of the Exxon site is noted as £10m. The figure of £27.9 million is not one we have seen before and neither have we seen any plans that support it. We continue to have serious difficulties persuading the City Deal team to share the details of the schemes that make up their shortlist, and the Heads of Terms that accompanied last week's announcements do not specify any works on the A82. Before any offer along the lines suggested is made we need to clarify whether the plans are in fact part of the City Deal. Discussions with Cabinet Office/ City Deal team are scheduled in the very near future which will hopefully clarify this.

[REDACTED]

Anyway some of this is quite transport/road specific. We can elaborate further as necessary. [REDACTED] leads within TS on the City Deal.

[REDACTED]

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**From:** [REDACTED]  
**Sent:** 25 June 2014 14:28  
**To:** [REDACTED]  
**Subject:** FW: Note of Meeting, Tuesday 17th June

Colleagues

[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

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**From:** [Redacted]  
**Sent:** 24 June 2014 10:47  
**To:** [Redacted]  
**Subject:** Note of Meeting, Tuesday 17th June

Dear all,

I enclose a note of the last weeks' very useful meeting.

[Redacted] think I have covered the main points and thank you for your helpful contribution to its preparation. If you, or colleagues in the Council, have any additional comments/inclusions then let me know and I will update.

Best regards.

[Redacted]



<< File: NOTE OF MINISTERS MEETING WITH WEST DUNBARTONSHIRE COUNCIL CHIEF EXECUTIVE AND POLITICAL LEADERS 1.docx >>

Local Government Division

Relationship Management Unit

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]