

[redacted]

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From: [redacted]  
Sent: 24 July 2014 08:04  
To: [redacted]  
Cc: [redacted]  
Subject: RE: Official sensitive - Labour market intervention meeting

Thanks [redacted].

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From: [redacted]  
Sent: 23 July 2014 14:25  
To: [redacted]  
Cc: [redacted]  
Subject: Official sensitive - Labour market intervention meeting

[redacted],

[redacted] from Cabinet Office is doing a full note shortly so I thought I would just give you a quick flavour of the meeting.

- All parties recognised the need for a coordination function to be set up to take the work forward - not much progress made on this so far, Glasgow are drafting a job description and DWP offered to support this also.
- DWP confirmed that they have committed the £4.8m funding but just need to work out how they deliver that.
- CO preference is for a single body for the money to be paid to in line with the activity on the infrastructure strand, CO set a deadline of 6 August for this to be sorted out
- CO requested outline of each LA's contribution and whether it is ESF or not, confirmed that the funding they are providing is clean in match funding terms
- CO minimum expectation is that GCV match their £4.8m contribution. GCV need to have local discussions to determine where that money will come from.
- CO keen that GCV confirm funding sources and have them signed off by 6 August
- CO keen to know what SG contribution might be
- SG confirmed the need for more information before any proposal can go to ministers particularly on the size of the proposal, number of people supported and whether it would be a GCV approach or 8 different individual approaches.
- Glasgow confirmed that all three strands will take place in Glasgow but they are unsure about the position in the other local authorities
- Recognition of the need to involve SDS in local conversations on this initiative – could be badged as a pilot
- CO need clarity from SG on the YEI position in Scotland
- CO will circulate slides on what an implementation plan for GCV might look like
- CO expressed disappointment in the progress and coordination to date which they will communicate to [redacted]. Recognised that although this is not as large as the infrastructure strand GCV needs to ensure this is also driven forward.
- CO will return 6 August, in the interim they'll write up meeting note and actions

I've left out a lot of the technical discussions about the individual programmes which appear to still be evolving but [redacted] is on top of that.

Hope that's helpful.

[redacted]

## City Deal – Test period

### Background

City Deal is a Government funded initiative which will be led by local authorities to improve infrastructure, public sector growth and labour market intervention.

City Deal will cover Glasgow and the Clyde Valley so encompassing eight local authorities in total; Glasgow, East Dunbartonshire, East Renfrewshire, Inverclyde, North Lanarkshire, Renfrewshire, South Lanarkshire and West Dunbartonshire.

DWP is assisting Glasgow City Council and the other local authorities in the creation of a provision aimed at 18-24 year old claimants who would be considered to be hardest to help. We aim to provide accurate labour market data to allow an outline of the provision to be presented to ministers for consideration.

The aim of City deal is to provide support to 18-24 year old claimants at the 13wk & 26wk stage of their claim where JCP Work Coaches have identified that barriers to employment exist and intensive support is required to overcome these.

**City Deal support will be delivered through 1-2-1 mentoring and intensive interventions**, encouraging those who had previously not engaged with JCP or other services to actively participate and in doing so, moving them closer to the labour market and self-sufficiency.

This support will run alongside other JCP provision but will incorporate closer partnership working between JCP and LA with regular case conferencing.

### The Test Survey

To assess the likely need for Provision DWP has agree to undertake a data gather for a Test Period in four Jobcentres – Hamilton, Shettleston Hub, Greenock and Dumbarton. This data gather is in the form of a simple survey.

In order to give an accurate representation of the current labour market and need for City Deal Provision all Pre-Work Programme Claimants reaching the 13 week and 26 week stage of their claim during the test period (four weeks) will be assessed by Work Coaches at their review interviews and those who are deemed to be in the red category (see below for details), will be identified as potential City Deal participants.

After each interview the survey must be fully completed to indicate what category the claimant is deemed to be in (Red or Green) and the reasons for your decision. We will evaluate the responses to check for consistency of approach and to highlight any issues with the selection process.

**No actual referral will be made during the Test period this is a data gather only.**

**Survey period runs from 19<sup>th</sup> May – 13<sup>th</sup> June**

## Assessing Claimants for City Deal

To agree which claimants would be classed as “Red” and therefore suitable for City Deal Provision, we held a workshop with Work Coaches, Adviser Managers and Local Authorities. After lengthy discussion we agreed that the decision to refer will lie primarily with our Work Coaches but that some guiding principles would support the decision making process.

In considering whether your claimant is suitable for City Deal we would ask you to consider the Claimant Commitment agreed at the start of the claim, their progress in meeting the commitments agreed and any other factors which have presented during interventions. An overriding factor may well be what steps the claimant has taken since the start of their claim to improve their chances of finding work.

Some reasons listed below may indicate that your claimant is suitable for City Deal but this is not an exhaustive or prescriptive list and you must consider each claimant based on the evidence available to you. You will be asked within the survey to give reasons for your decision;

### Some reasons why claimants may be suitable for City Deal support

- Not engaging with JCP
- Not engaging with other service
- Literacy & numeracy issues not addressed or recognised – this should only be used where claimant is not accessing literacy and numeracy provision. If provision is not available this should be dealt with at the Jobcentre and no referral. Made.
- Parent/LP with childcare barrier that has not been addressed
- Little/No progress towards labour market since new claim
- Chaotic lifestyle – if this is drug/alcohol related please consider referral only if client is already engaging with drug/alcohol services.
- Lack of work ethos/Attitude towards work & job search
- Repeat claims with no reasons for breaks

**City Deal - Working with clients on Employment Support Allowance (ESA)**

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*The Challenge*

This proposal recognises the continued and increasing number of clients on Employment Support Allowance (ESA) who are failing to make measurable progress along the employability pathway into sustainable employment and therefore need support to address the barriers to opportunity they face.

The Work Programme has made progress with key target groups, particularly around JSA 18 – 24 year olds, and report 55% job outcomes at 26 weeks at a national UK level. However, figures for Work Programme at December 2013 for Glasgow City Region (East Dunbartonshire, East Renfrewshire, Glasgow City, Inverclyde, North Lanarkshire, Renfrewshire, South Lanarkshire, West Dunbartonshire) demonstrate the challenge that is faced.

Table 1 provides details of the outputs:

Client Group	Attachments	Job Outcomes	%
JSA 18 – 24	10,500	2,420	23%
JSA 25+	27,770	5,000	18%
JSA early entrants	9,830	2,110	21.5%
JSA Ex IB	1,230	120	9.8%
ESA Volunteers	2,630	120	4.6%
New ESA Claimants	6,440	380	6%
ESA Ex IB	1,500	10	0.67%
IB/IS Volunteers	0	0	0
JSA Prison Leavers	1,060	30	2.8%
<b>Total</b>	<b>60,960</b>	<b>10,190</b>	<b>16.71%</b>

Table 1 highlights an overall conversion rate of 16.71% for Work Programme participants and a conversion range of 23% for the JSA (18 – 24 years) age group to 0.67% conversion for ESA that were previously in receipt of Incapacity Benefit. (Interestingly, there have been no IB/IS volunteers attached to Work Programme in any of the City Deal Region areas).

As such, it appears there may be particular constraints or additional barriers that prevent current ESA claimants and those who had previously claimed health related benefits from returning to or joining the labour market. In fact, there appears to be a substantial group of participants for whom the Work Programme is not working (lower than 10% conversion to employment rate).

The figures for those with apparently more intractable barriers to participation are illustrated in **Table 2:**

Client Group	Attachments	Job Outcomes	%
JSA Ex IB	1,230	120	9.8%
ESA Volunteers	2,630	120	4.6%
New ESA Claimants	6,440	380	6%
ESA Ex IB	1,500	10	0.67%
IB/IS Volunteers	0	0	0
JSA Prison Leavers	1,060	30	2.8%
<b>Total</b>	<b>12,860</b>	<b>660</b>	<b>5.1%</b>

If we analyse this further and consider only individuals who are still receiving health related benefits (HRB) at the time of their attachment to the Work Programme, the figure drops below 5% and indeed the figure for ESA/Ex IB is sitting below 1% conversion to job outcomes.

Client Group	Attachments	Job Outcomes	%
ESA Volunteers	2,630	120	4.6%
New ESA Claimants	6,440	380	6%
ESA Ex IB	1,500	10	0.67%
IB/IS Volunteers	0	0	0
<b>Total</b>	<b>10,570</b>	<b>510</b>	<b>4.9%</b>

This indicates that in addition to ESA clients in the Work Related Activity Group (WRAG) who have completed their time on Work Programme, there is considerable scope to individuals within the other ESA categories who complete on Work Programme and/or prior to their referral to Work Programme.

These figures are only the ‘tip of the iceberg’ in relation to the ESA/IB issue across the City Deal region – NOMIS reported in March 2014 that there are 116,280 individuals currently in receipt of ESA – if we consider that Work Programme has supported 10,570 since June 2011, this would only represent 9% of claimants.

*The Proposal*

This scale of the issue of people with apparently intractable barriers that prevent them from capitalising on opportunity represents a huge challenge for the City Deal area. In terms of financial cost and the health, well-being and economic activity of its citizens it justifies our focus on this key client group.

*Clients Supported*

Our proposal is, on an annual basis, to engage with the equivalent of 5% of the total number of people in receipt of ESA and health related benefits - this means **5,814 people** will be supported across the City Region area. Of this number we anticipate that **60%** will come from **ESA Work Programme returners** and **40%** from **Pre-Work Programme ESA clients**:

- 3,480 ESA Work Programme leavers;
- 2,320 ESA Pre-Work Programme.

*Job Outcomes*

Table 3 above has highlighted that the job conversion rates currently being achieved by Work Programme providers across the City Region area is 4.9% for ESA clients.

Taking this as our benchmark, we propose the following:

- 11% conversion rate for ESA Work Programme leavers – 383 job outcomes annually;
- 15% conversion rate for ESA Pre-Work Programme – 348 job outcomes annually;
- **TOTAL JOB OUTCOMES PER YEAR – 731** (overall conversion rate of 12.6%).

These are challenging targets. However, we are confident that our track record in working with this client group, combined with our effective and efficient use of resources, will allow us to achieve these outcomes and support individuals in our communities to make a real difference in their lives.

This challenge will not be met by large scale ‘one size fits all’ programmes – it will be addressed through the provision of high quality, customised services allowing individuals to move across and between services and providers. This will be based on the delivery of a portfolio of services – customised to meet the individual needs of clients – and a long term commitment to supporting clients who, because of disadvantage and challenges they face, have difficulty in accessing the labour market and competing effectively for available opportunities.

To achieve the scale of programme, while recognising the intensity and quality of support required, we will establish a team with a core set of advisers and additional resource requirements (management and auxiliary services) will be established around this level of intervention.

Where appropriate, we will adopt a multi-agency hub approach, where delivery staff will be grouped into teams and services co-located to ease transition across and between interventions.

*Support Services*

Our proposal recognises that many clients on health related benefits may face multiple barriers that require diverse support services, and, in some instances, a complex package of interventions involving health and care services in addition to employability interventions. Our services have been designed and will be delivered in a manner that involves the connection of health and care services with employability interventions in a coherent way that promotes long-term progression by individuals into sustained employment.

By bringing together organisations and services who specialise in providing support around mental health, physical disabilities, homelessness, addictions and criminal justice, a common assessment and case management approach will support and track clients’ progress through the range of services available ensuring there is a “common thread” of support underpinning all interventions and activities.

Access to specialist support services is key to the effectiveness of support. Table 4 below gives examples of the services/organisations that will support delivery:

<b>Table 4: Barriers to Opportunity</b>	
<b>Identified Barrier</b>	<b>Specialist Support Services</b>
<b>Addictions</b>	Local Authority Social Work Addiction Services – Community Rehabs and Community Action Teams Bridging Services, Addaction, Substance Misuse
<b>Criminal Justice</b>	Social Work – Criminal Justice teams, Bridging Services, APEX
<b>GPs</b>	Bridging Services, Keep Well initiative
<b>Homelessness</b>	Housing Options, Bridging Services, Homelessness Network
<b>Mental Health</b>	Community Mental Health Teams, Bridging Services, RAMH, CRISIS, Salus
<b>Physical Disability</b>	Physical and Sensory Impairment Teams, RNIB, Capability Scotland,
<b>Financial Guidance</b>	Local Authority financial services, community-based financial awareness services, CAB

*Delivery Model*

Case conferencing is a key element of our case management delivery model. By sharing information and reviewing clients’ progress in a pro-active and systematic way, we will ensure that the individual needs of each client are met and we will minimise the possibility of clients ‘falling through the net’ or ‘stalling’ at any stage in the journey. To do this we will use our extensive knowledge of statutory services, voluntary and third sector organisations, we will work with individuals to ensure appropriate and effective signposting and seamless referrals.

Our service will bring together a range of highly successful and effective progression interventions, starting with a Common Registration and Assessment Framework, creating an Individual Action Plan, progressing through positive activity, work preparation and employability skills and into sustainable employment (supported by the Progression Programme).

The exact nature of interventions will be assessed on an individual basis and will meet the needs and aspirations of each client - ensuring a holistic approach is adopted, and will consider all the factors which affects an individual’s employability opportunities. For many clients interventions will be around access to employment opportunities, others will require support around barrier identification and removal (real and perceived) and others will require more intensive support including health interventions.

*Case Management Approach*

Progress for individuals will be monitored, supported and reviewed through our case management approach. This is a systematic, individual-centred, goal-oriented approach to working with clients and facilitates access to multiple services that are necessary for them to achieve their ambitions. Progress will be captured in a client information management system and a full range of customised reports to demonstrate individual and programme progress will be available.



This approach will move away from large caseloads where the focus is on volumes, to a more customised approach, which necessarily means staff having a smaller active caseload where clients are given more intensive support. The role of the Case Manager is of paramount importance as this provides a consistent approach to support.

The case manager will relationship will be maintained throughout the client journey along the employability pathway stages.

Our approach is described below:

**Stage 1: Action Planning and Barrier Removal- based on a common assessment framework** - this will establish a common assessment framework over a broader geography and wider range of organisations.

Support at this stage will be based on: individual needs assessment; employability action plan; health and lifestyle assessments. Activities and Interventions supported at this stage will include:

- IT Skills – accessing Universal Job Match and online tools;
- Money Advice – including in work benefit calculations;
- Health and Wellbeing Assessment;
- Personal Development Courses – e.g. STEPS;
- Action Planning – GOALS;
- Full diagnostic assessment using our Common Assessment Framework;
- Occupational Therapy interventions;
- Peer support and mentoring;
- Communication Skills; and
- Literacy & Numeracy.

**Stage 2: Work Skills and Barrier Removal** The case manager will work with and support an individual into and through a range of interventions and activities. The case manager will ensure that the client is accessing/attending appropriate services and to gain feedback as to the appropriateness/quality of service delivery. Activities and Interventions supported at this stage will include:-

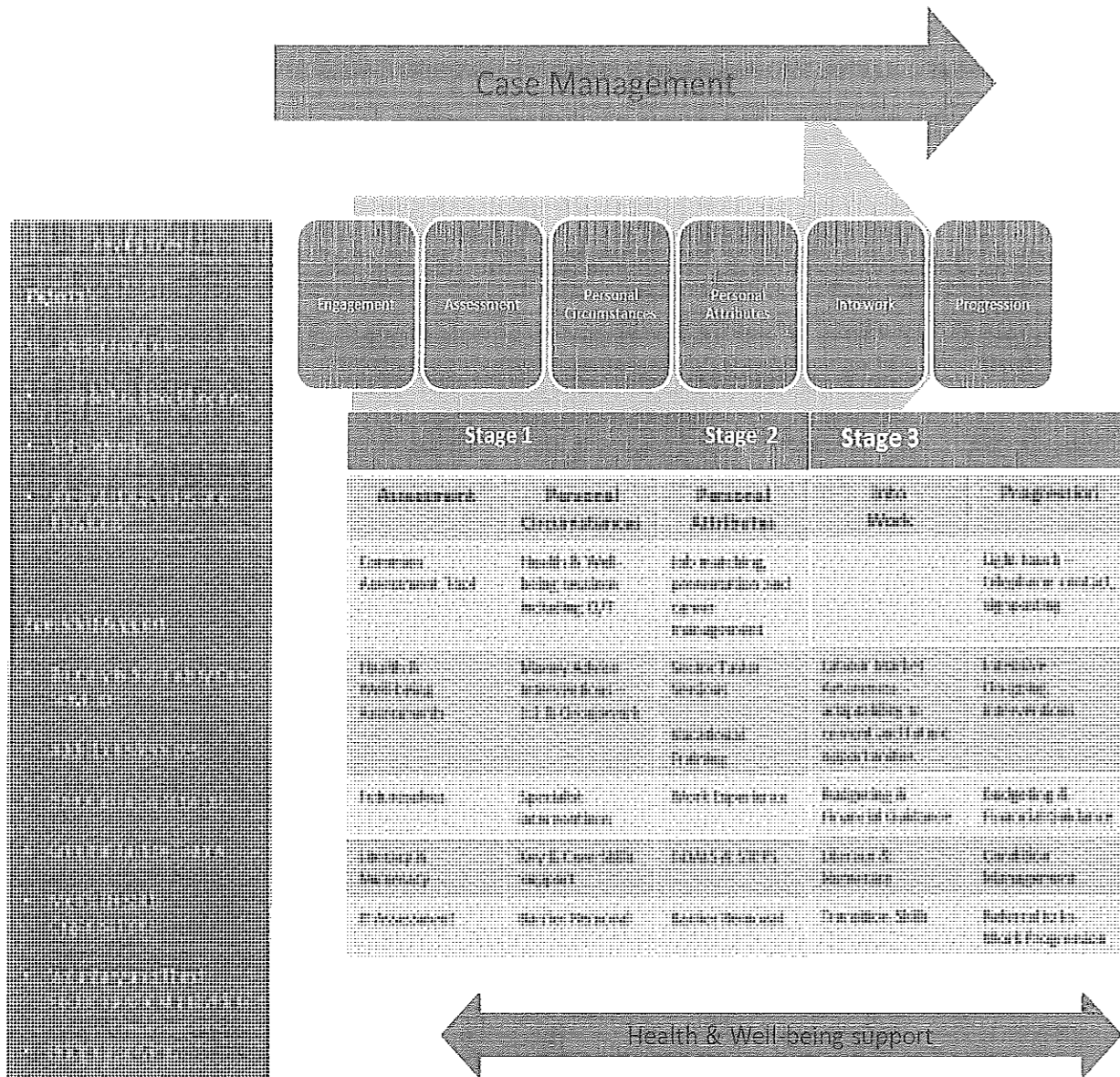
- Increased knowledge of labour market opportunities in the Glasgow and wider travel to work area;
- Accessing Intermediate Labour Market opportunities;
- Provision of in-depth careers guidance;
- On-going needs assessments and action planning;
- Core skills development ;
- Sector specific vocational training programmes;
- Work experience and volunteer placements;
- Job Search Skills; and
- Barrier identification and removal.

**Stage 3: Into Employment-** at this point clients who have moved into work will receive aftercare support to maximise the opportunities of them sustaining their new employment. The exact nature of this support will be agreed with individual clients, however, it is anticipated that it will include regular telephone/e-mail updates; money advice and mentoring.

Some individuals may be looking to progress in their job or increase their hours and therefore we would expect around 250 clients who enter work to be referred to our In Work Progression team for longer term support.

This referral will be done as part of a three-way handover between the Case Manager, client and Aftercare Adviser. A new in work action plan will be created to identify and track the next stage in the client's journey.

The customer journey is illustrated below:



Our approach recognises the need for a multi-agency response to support the engagement and progression of ESA clients into employment. Our experience has demonstrated that, where possible, services should be co-located to ensure the smooth and seamless transition for clients – through our City Deal delivery, we will establish a “hub” approach in areas where services are not yet being delivered and will expand services in areas where this “multi-agency, co-delivery” approach is already established. Staff from a range of key agencies and specialist providers will be co-located – the precise nature and location of the “hubs” will be agreed during delivery preparation phase.

In addition to the direct support for ESA clients, we will utilise the relationships we develop from supporting clients and the management information we obtain throughout their journey, to look at opportunities for meaningful engagement at a family level. With the move to Universal Credit and a “household” approach to income, this would be an opportunity to work with a small number of families to develop and improve their employability skills and ultimately support entry into employment for multiple members of the household.

*Estimated Client Flows and Job Outcomes*

Clients will engage with our services in one of two ways:

- Direct referral from JCP as part of the ESA Work Programme completers cohort.
- Self-referral/referral from support services as part of our engagement activity.

It is difficult to gauge with complete certainty how clients will flow on to our services and interventions, however the table below gives an indication of our estimated flows based on information provided by JCP and the experience of the local authorities in working with similar client groups.

Table 5: Estimated Client Flows and Job Outcomes		
Month	Clients Engaging	Job Outcomes
Jan	320	10
Feb	565	47
Mar	709	82
Apr	370	63
May	581	94
Jun	390	72
Jul	318	43
Aug	550	77
Sep	685	103
Oct	643	84
Nov	500	50
Dec	183	6
TOTALS	<b>5,814</b>	<b>731</b>

Therefore, we anticipate on an annual basis:

- Engaging with 5,814 individuals on ESA;
- Supporting 3,488 individuals on ESA Work Programme Leavers (60%);
- Supporting 2,326 individuals on ESA who have not yet been mandated to the Work Programme (40%).

From this cohort, we anticipate achieving the following on an annual basis:

- 5,233 clients will create an action plan;
- 3,663 clients will progress to positive activity/barrier removal;
- 731 clients will secure employment.

*Programme Structure – Shared Principles*

Each local authority area will design and customise services to meet the needs of ESA clients in their own specific area, however, each area will operate with the following key principles:

- Sharing specialist provision across City Region area – this will ensure that we benefit from economies of scale, particularly in areas where numbers of ESA clients do not make it cost effective to provide a full range of interventions/activities.
- Consistency of management information – we will ensure that each City Region area is recording and reporting on consistent and agreed performance measures. We will work towards a single management information system where appropriate.
- Maximise resources – we will utilise our combined purchasing power in relation to commissioned activities to ensure that we are maximising provision and minimising costs for training activities and other interventions.

- We will continue to work in partnership with our local Job Centre Plus offices and at a District level – covering GLED and West of Scotland – to ensure the smooth and effective referral of ESA Work Programme leavers.
- Employment opportunities generated from the other strands of City Deal (infrastructure and private sector growth) will be maximised for clients from this programme.

*Programme Structure – Staffing*

The programme staffing structure has been designed to ensure there is sufficient governance, management, delivery and support staff for each element of the programme. The proposed staffing complement is as follows:

Table 6: ESA Staffing Requirements	
Staff Role	FTE
Management Staff	7
Advisory Staff	75.0
Administration Staff	8.0
Project support Staff (governance)	5.0
<b>Total</b>	<b>95.0</b>

*Summary of Programme Supports*

In addition to specialist advisory support throughout the programme, there will also be beneficiary support and “responsive” training funds, designed to encourage skills development and make clients more competitive in the labour market.

Table 7: Beneficiary support	
Intervention	Description
Specialist support	We will provide access to specialist support that is centred on social/health related interventions that are required to enable people to overcome specific barriers related to their life circumstances.
Group training	We have assumed that there will be benefits, including economies of scale, derived by delivering group training where there are generic skills development requirements. This will be vocational related training or training that will enhance the participants CV.
Beneficiary costs	We have assumed that there may be funding requirements associated with participation and have set aside a budget to meet these costs as they arise.

*Programme Costs*

The annual costs for delivery this programme is shown below:-

Table 8: ESA Programme Costs	
	£
Staff costs	2,957,018
Beneficiary costs	1,276,000
Other project costs	926,482
<b>TOTAL</b>	<b>5,159,500</b>

As part of City Deal, we are requesting support equivalent to 50% of total costs, therefore, we are proposing:

- City Deal funding - £2,579,750;
- Local Authority match funding (internal funding sources/ESF) - £2,579,750.

### *Summary of ESA Proposal*

On an annual basis, we will:

- Engage with 5,814 individuals in receipt of Employment Support Allowance (ESA);
  - 60% will come from the ESA Work Programme Leavers cohort,
  - 40% will come from ESA claimants not mandated to Work Programme.
  
- Support 731 individuals to secure employment;
  - 383 ESA Work Programme Leavers (52.4%),
  - 348 ESA pre-Work Programme (47.6%).

### Discussions with Job Centre Plus

All areas within the Glasgow City Deal region have well-established and effective relationships with Job Centre Plus offices at a local and District level. Many local authorities deliver programmes on behalf of JCP, funded through Flexible Support Fund, and therefore have agreed referral, monitoring and feedback systems in place.

We will build on these relationships to deliver a programme of activities for ESA clients that will ensure a smooth and seamless transition to our services, offer targeted and customised interventions that will enable individuals to apply for and compete successfully for current and future labour market opportunities. These interventions will be delivered alongside appropriate Personal Development supports and health interventions.

Referral from JCP Offices:-

- Following discussion with JCP at District Level, we will create an agreed referral process enabling JCP advisers to make referrals directly to our provision;
- Following initial referral, City Region providers will have a maximum of 21 days to have an initial engagement meeting with clients. (We anticipate that the majority of these referrals will take place within 10 working days);
- If clients do not engage within 21 days, feedback will be provided to JCP managers to enable advisers to follow-up with individual clients;
- JCP advisers will, where appropriate, use Claimant Commitment to ensure clients attend for provision
- Formal feedback on outcomes will be provided to JCP at a district level on a quarterly basis.



[redacted]

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From: [redacted]  
Sent: 11 July 2014 16:19  
To: [redacted]; [redacted]; [redacted]  
Subject: part 5  
Attachments: Local Transport Strategy-Stewartfield.pdf; Local Transport Strategy-Greenhills.pdf

[redacted]

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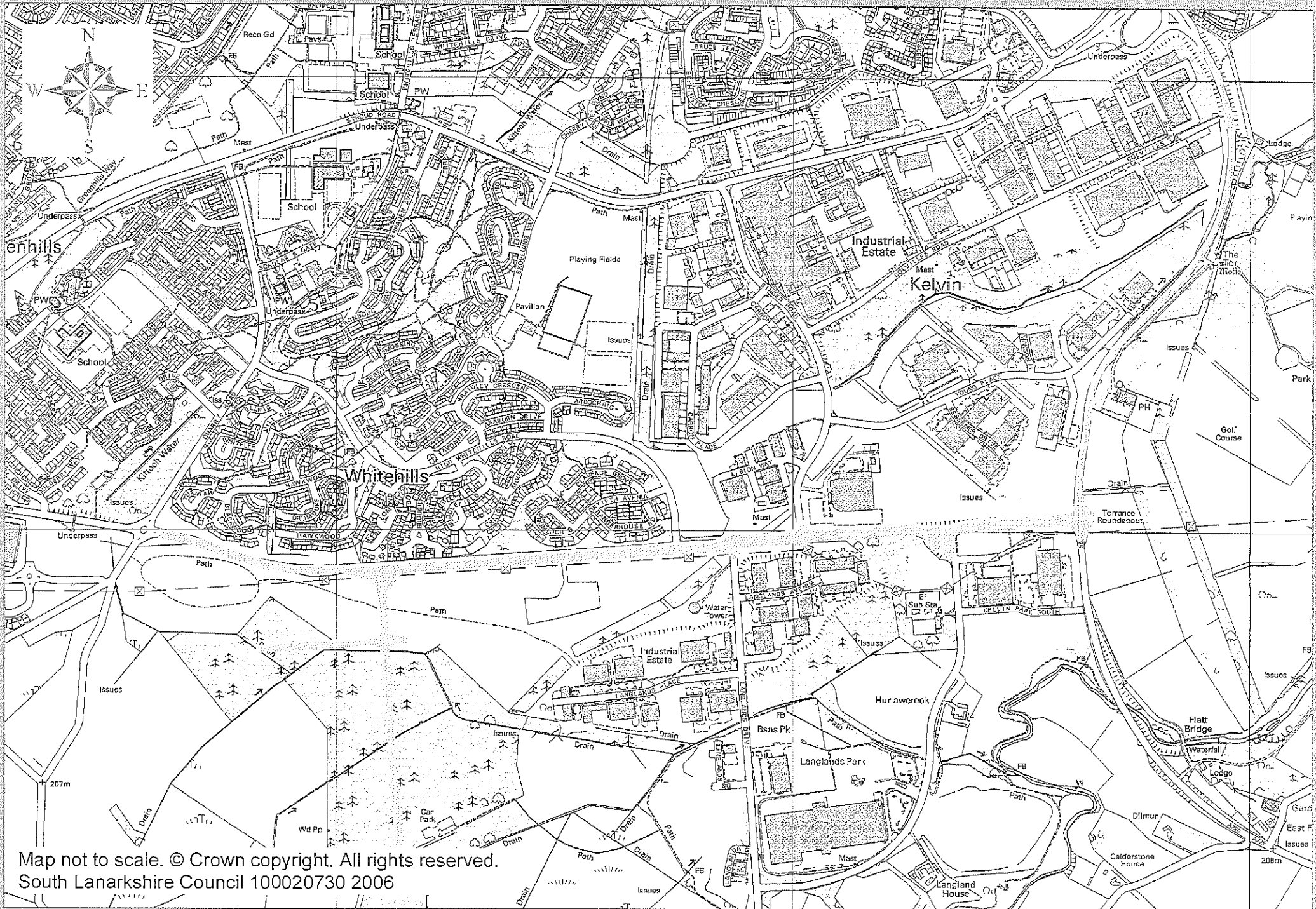
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- iii) Unmet needs- consumer insight from large corporates such as Alliance Boots;
- iv) Entrepreneurs- individuals and teams with entrepreneurial enthusiasm and flair who don't always have a detailed technical concept to provide the focal point;

The role of the MediCity team will be to actively bring these groups together in a raft of ways including approaches that have been successfully applied within BioCity, including Bootcamps and Hackathons, as well as leveraging direct connections with key opinion leaders and market influencers. At BioCity these are known as **SPARK** activities. These are often particularly focused at the interface between different fields and in Nottingham such events have included "Gamification of Healthcare" and "Wearable diagnostics". Participants include university researchers and healthcare providers as well as large and small corporates covering a wide range of fields. A key and unique aspect involves bringing together experts that would not have the opportunity to collaborate within traditional forums, focused on specific industry sectors or areas of healthcare or technology.

Once ideas and teams start to coalesce the opportunity moves on to the **DEVELOP** stage. This is an intensive and highly challenging process of customer and market discovery, utilizing some of the key principles of Eric Reis and Steve Blank's Lean Start-up process.

At this stage, existing early stage or even well established businesses can also enter the process and benefit from the rigour of closely examining their business proposition.

Companies/opportunities join the programme in groups of 6-10 every 6-8 weeks but there is no predetermined time limit on the period spent with each opportunity as they will all be different and require varying levels of development and input.

MediCity will interface with Strathclyde University where prototyping and early product development work is required although it is anticipated there will also be limited complementary facilities within the MediCity workshops.

Finally, companies will enter the **LAUNCH** phase of development, where they will be supported in refining their validated proposition and pitch to investors.

While all this is taking place, the MediCity team will continue to actively draw in all existing elements of the sector across Scotland, making MediCity the focus point for commercial success. This will be achieved through communications and events and an open door policy to encourage the use of the centre as a meeting place, thereby increasing the likelihood

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of both fortuitous and planned interactions. This would also have the effect of starting to build the much-needed critical mass of activity in the field.

### *b) Research and thought leadership*

The work that would be undertaken at MediCity Scotland provides a “living lab” to study the process of healthcare entrepreneurship and commercialization. Liaising with local academic centres, MediCity would develop a position of global thought leadership in the field, which could be used to help define public policy.

### **4.0 Partners**

BioCity is already partnered in a joint venture with **Alliance Boots** at its site in Nottingham and this invaluable relationship would be brought to bear on MediCity Scotland. Alliance Boots is in the process of merging with **Wallgreens** to create a pharmacy-led retailer with a turnover in excess of \$140 billion. The consumer insight that can be provided by Boots is invaluable, as is the route to market.

This relationship has also sparked burgeoning connections with top-tier healthcare corporations, including **P&G, Unilever, J&J, 3M** and **GE Healthcare**.

MediCity would build on BioCity’s existing strong relationships with Scottish Universities especially **Glasgow** and **Strathclyde** and with **NHS Scotland** organisations such as **SHIL** and **HSS** which are highly complementary to MediCity activities.

MediCity would further complement, and be complemented by, other key healthcare and medical technology initiatives in the Greater Glasgow area such as the Glasgow University Imaging Centre and the new South Glasgow Hospital, just 15 miles away from MediCity.

While the opportunity in the healthcare sector in Scotland is huge, MediCity will inevitably be limited in resources and so it will be essential to draw on the complementary skills of Scottish Enterprise while at the same time hopefully adding additional skills and resource to SE’s toolbox.

Most significantly, MediCity would seek to work in partnership with all healthcare and medical technology business in Scotland.

### **5.0 Outcomes**

MediCity Scotland will achieve the following over a five year period:

- Create over 50 new healthcare businesses
- Over 350 jobs
- Provide a much needed focal point for Scotland’s fragmented healthcare, diagnostics and med tech sector bringing the benefits of a critical mass of activity
- Coordinate and increase academic, business and clinical collaboration
- Provide insight and thought leadership in healthcare entrepreneurship

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**6.0 Costs & Funding**

The total cost of the project is as follows:

<b>Costs</b>	<b>£'000</b>
Building	740
Building refit	1,430
Facility running costs (heat, light, maintenance etc)- 5 years	870
Operating costs- net of income- 5 years	960
<b>Total</b>	<b>£4,000</b>

Users of the facility will be charged a small monthly fee for which they will receive hot desk, meeting room use and support to develop their business. After 5 years the project would be expected to break even but BioCity would commit to underwriting the operating costs for a further five years should break even not be achieved as envisaged.

<b>Funding</b>	<b>£'000</b>	<b>Status</b>
BioCity- building	743	confirmed
Glasgow City Deal	1, 200	requested
Balance- Local Authority, Scottish Enterprise, sponsors/partners	2,057	In discussion
<b>Total</b>	<b>4,000</b>	

**7.0 Wider Scottish Context**

Medical Devices has been a core driver of Scotland's life sciences over the past decade. Almost 40% of Life Sciences businesses in Scotland are categorised as 'Medical Devices' or 'Diagnostics' and the sector contributes 34% of total Life Science turnover and 34% of GVA, with a combined turnover now standing at over £1bn.

The Medical Device Sector employs more than 7000 and there are some Global players in Scotland (e.g. Lifescan, Ethicon, Vascutek and Haemonetics), only 9% of companies have more than 100 staff (13 of 145) echoing the EU situation<sup>6</sup>. Most of the Med Tech Companies in Scotland are micro or small enterprises, disparately spread throughout the country without a firm central base.

A recent (2013) report by Scottish Enterprise identified five key areas to address in order to further build the medical technology sector in Scotland:

- 1) Improve NHS Access;
- 2) Community/Network Building
- 3) Finance and Business Support
- 4) Skills Development
- 5) Innovation Support

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

---

The MediCity project addresses all of these key points.

[redacted];

---

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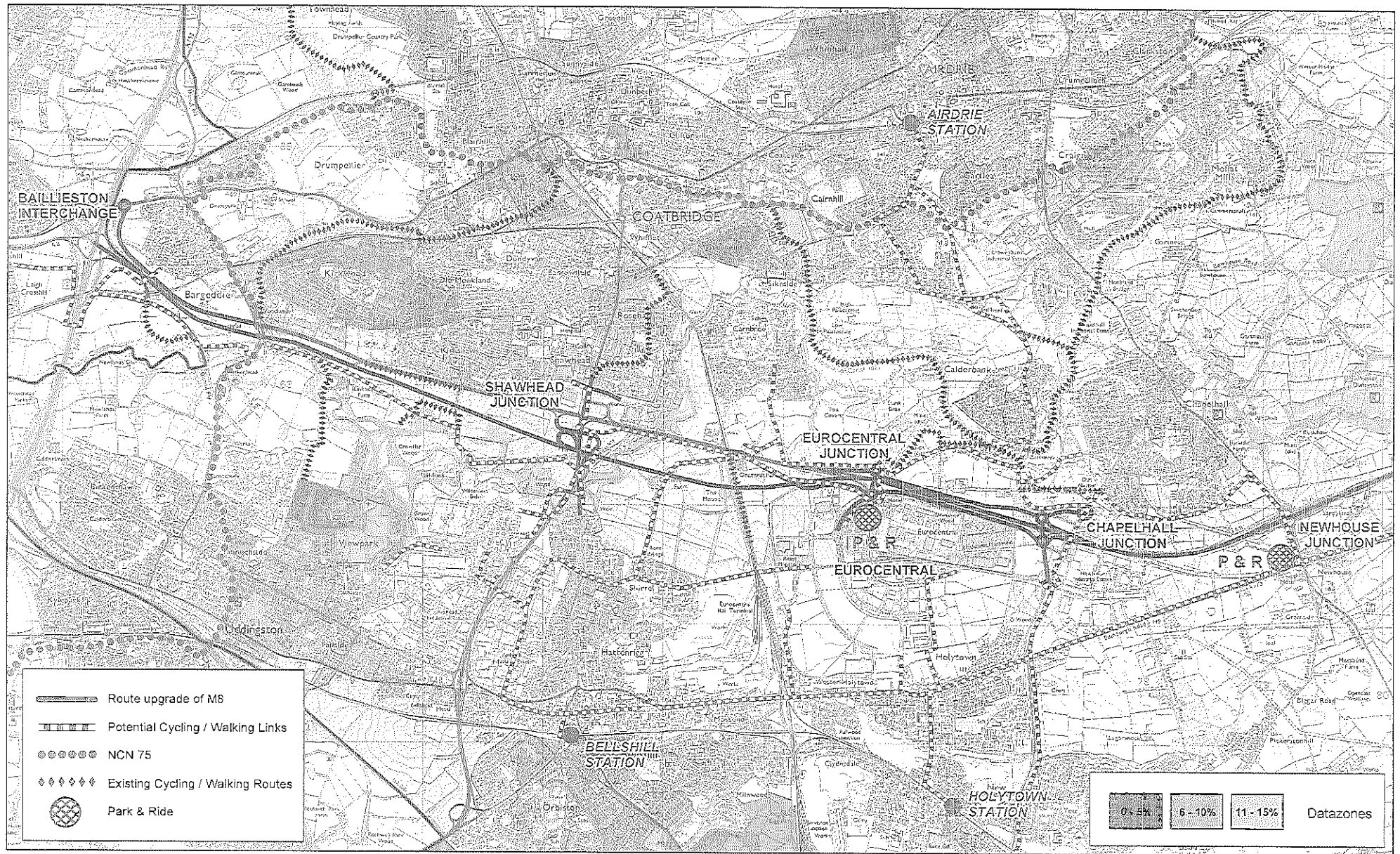
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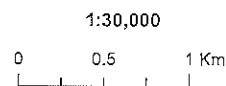
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**A8 / M8 CORRIDOR ACCESS IMPROVEMENTS**  
**Future Map - CVIIF Project Proposals**



[redacted]

---

From: [redacted]  
Sent: 11 July 2014 16:18  
To: [redacted]; [redacted]; [redacted]  
Subject: part 4  
Attachments: Local Transport Strategy-Cathkin.pdf; G12 north.zip; G14 Calton.zip

[redacted]

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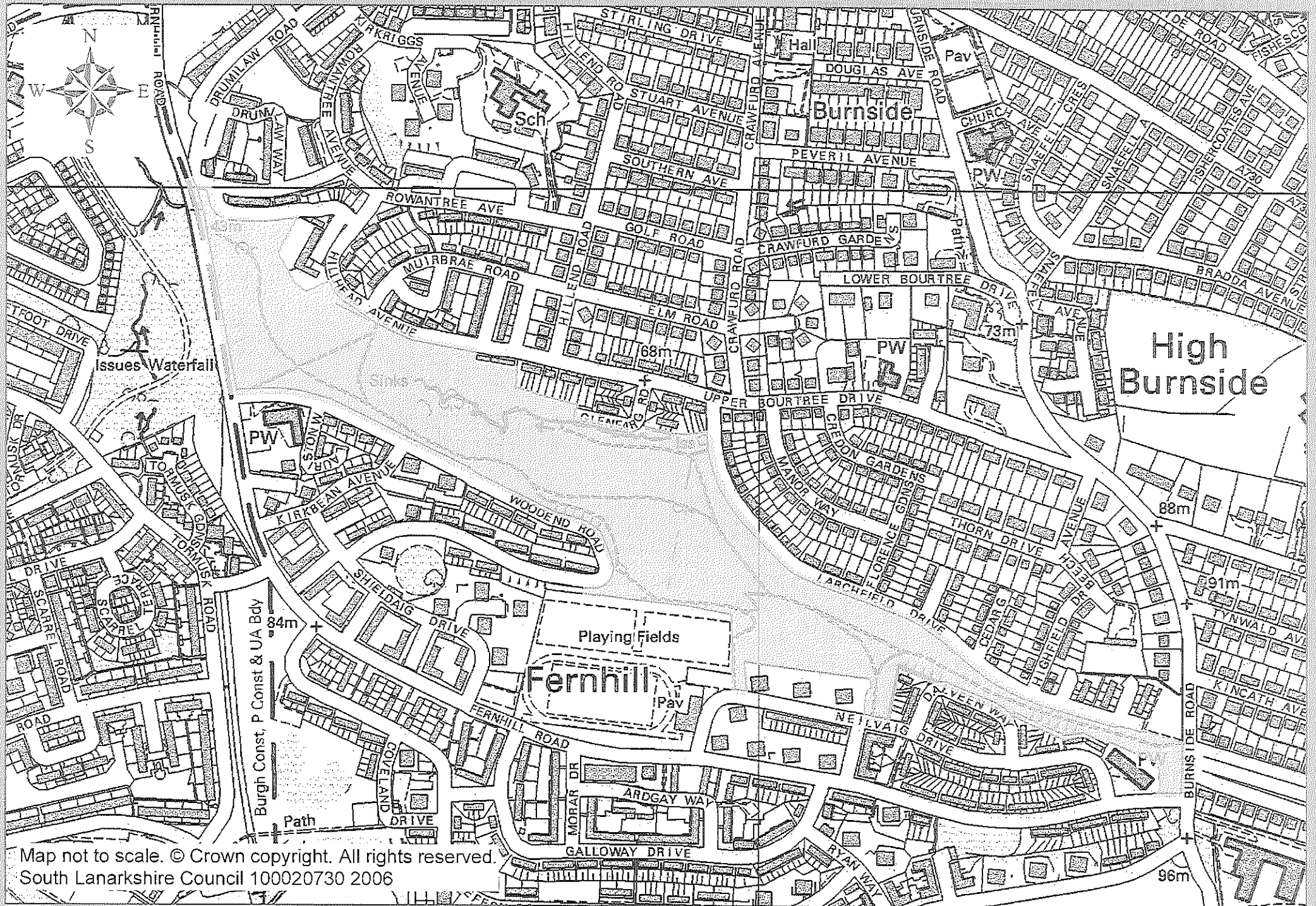
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South Lanarkshire Council 100020730 2006

[REDACTED]

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**From:** [REDACTED]  
**Sent:** 09 May 2014 10:38  
**To:** [REDACTED]  
**Cc:** [REDACTED]  
**Subject:** City Deal Briefing - Glasgow 8 May

[REDACTED]

The mix of people in the room yesterday from both the Council and ourselves meant that much of this briefing contained little we have not already heard. The key points though is that the ask of SG is a financial stimulus package of £350 million after 2020 based on the City Region investing £1 billion over the next ten years. The earnback model is then planned to provide a rolling fund for future investment. [REDACTED] stressed a point about where the money might come from and there were references to Barnett.

Most of the SG and agencies people were new to the whole thing and their questions reflected that. I asked a couple of points, around deliverability and the prioritisation of the projects. Jenny jumped in and noted that the list in the presentation provided is in a continued state of flux and that the reference to a Glasgow Airport Rail Link reflected the costs associated with the recent Ministerial comments about a tram-train.

This was most definitely not the place for detailed discussions/questions on the approach and methodology. The Council plan to seek a deal by early June and were seeking warm fuzzies about the approach DFM would take. [REDACTED] duly made such noises.

I spoke with [REDACTED] and [REDACTED] after the meeting – I don't believe they want to engage on the detail at all yet. [REDACTED] and I had a discussion on the presentation [REDACTED] supplied and at an analytical level we remain concerned about the tools KPMG have used to develop the benefits claimed of the Deal and will continue to raise these with [REDACTED] and [REDACTED]

[REDACTED]

[REDACTED]  
Head of Planning and Design  
Major Transport Infrastructure Projects

[REDACTED]  
[REDACTED]

Transport Scotland  
[REDACTED]  
[REDACTED]  
[REDACTED]

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[REDACTED]

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**From:** [REDACTED]  
**Sent:** 03 July 2014 11:21  
**To:** [REDACTED]  
**Subject:** RE: Draft city deal anticipatory briefing

**Importance:** High

There is an announcement planned for today – with PM in Scotland and a formal news release tomorrow. Will include £500m for the infrastructure fund and SG invited to match this. UKG badging this as new money – not taken from block grant.

Surface access to the airport still firmly within the list of possible projects.

Regards,

[REDACTED]  
[REDACTED] | Cities Team, Scottish Government | [REDACTED]

---

**From:** [REDACTED]  
**Sent:** 02 July 2014 10:37  
**To:** PS [REDACTED]  
**Subject:** RE: Draft city deal anticipatory briefing

Hi [REDACTED]

Please find below the latest lines on Glasgow Airport Surface Access.

### Top Line

Following the reception of the Glasgow Airport Strategic Transport Network Study detailed appraisal report, Ministers asked Transport Scotland to work with Glasgow Airport, Renfrewshire Council and Glasgow City Council in considering further the feasibility of a tram/train link from Glasgow Airport to Glasgow Central Station. Transport Scotland are currently undertaking a feasibility study of the tram-train which is expected to be completed by the end of August.

### Lines to Take

- Transport Scotland has been working with Glasgow Airport, Renfrewshire Council and Glasgow City Council since 2010 in the delivery of the Glasgow Airport Strategic Transport Network (GASTN) Study. The procurement of the study has been led by Glasgow Airport.
- Ministers welcomed the findings of the report and stated that in the short term to medium term there is much more that can be done to improve the levels of bus accessibility to the airport, particularly linking to Paisley Gilmour Street Station, and Ministers called on Glasgow Airport and Renfrewshire Council to work together as a matter of urgency on this. The Minister is pleased that discussions have begun.

- For the longer term, Ministers have instructed Transport Scotland to consider the proposal for a tram/train link from Glasgow Airport onto the existing rail network into Glasgow Central and for officials to carry out further work on how this might be delivered. The feasibility study is underway, being prepared by Transport Scotland, and is expected to be completed by the end of August.
- The NPF clearly recognises the crucial role of Scotland's airports in supporting sustainable economic growth. The Proposed NPF3 has identified the strategic enhancement of Scotland's five main airports as a national development and the needs vary between the airports. There is no intention to make further changes to NPF3 in this respect.
- Ministers took the decision in 2009 not to proceed with the branch line element of the GARL owing to concerns over increasing capital costs and project risk, which meant the project was no longer affordable within the funding available to SG.

For the benefit of the briefing I have also copied lines below which were provided to the Herald on 20<sup>th</sup> June. These were (partially) in an article in the paper on Monday 23<sup>rd</sup> June.

**A Transport Scotland spokesman said:**

**“Since the publication of the Glasgow Airport study, we have been working with Glasgow Airport to take forward the report’s longer term proposals for a tram-train running from the airport which would join the existing rail network into Glasgow central.**

**“Any integration of light rail with conventional rail services presents a number of significant challenges and a study looking at the feasibility of the tram-train is underway which is expected to be completed by the end of August. This will enable us to make decisions on how best to improve access to Glasgow Airport for locals and visitors alike.**

**“We are pleased that Glasgow Airport are working with Renfrewshire Council, SPT and bus operators to look at ways in which bus services at the airport can be improved, this is a low risk and low cost measure that can make public transport travel much more attractive to passengers and staff.**

**“Already since we rightly cancelled GARL in 2009, saving £176 million of public money, we have provided enhanced passenger services and 38 new class 380 trains, providing 130 additional carriages through the Paisley Corridor Improvements.”**

-----  
A Glasgow Airport spokesman said:

**“We are working collaboratively with Transport Scotland to identify how best to progress the longer term proposal for a tram-train to run from the Airport to Glasgow city centre. Early discussions have been fruitful and Transport Scotland are currently carrying out a feasibility study. We await its conclusion with interest.**

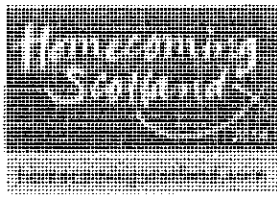
**“In conjunction, we are also exploring short term access improvements with Renfrewshire Council, SPT and bus operators to deliver improvements to bus service provision for airport users.”**

Kind regards

[REDACTED]  
Senior Transport Planner  
Planning and Design  
Major Transport Infrastructure Projects (MTRIPS)

[REDACTED]  
Transport Scotland  
[REDACTED]  
[REDACTED]  
[REDACTED]

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**From:** [REDACTED]  
**Sent:** 01 July 2014 16:46  
**To:** [REDACTED]  
**Subject:** RE: Draft city deal anticipatory briefing

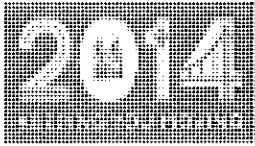
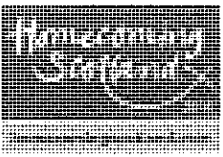
Hi [REDACTED]

I think what you are looking for is the latest lines on Glasgow Airport Strategic Transport Network Study (GASTN). [REDACTED] is on annual leave until Monday. I've copied in [REDACTED] can you provide a contribution please?

Many thanks, [REDACTED]

[REDACTED] PS/Transport Scotland | Chief Executive's Office | Transport Scotland | [REDACTED]

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**From:** [REDACTED]  
**Sent:** 01 July 2014 16:39

**To:** PS/Transport Scotland  
**Subject:** RE: Draft city deal anticipatory briefing

Thanks for this [REDACTED] I'll update the draft.

What I think we'll need for GARL are the latest lines – [REDACTED] will probably know. There's been the study with Glasgow airport about surface transport links. The tram/train option. In essence – what's our response if (and it's a big if, because I'm not well sighted on the extent to which GARL remains in the £1.13 bn investment plan) this city deal gives them the confidence simply to go ahead?

Regards [REDACTED]

[REDACTED] | Cities Team, Scottish Government | [REDACTED]

---

**From:** [REDACTED]  
**Sent:** 01 July 2014 15:05  
**To:** [REDACTED]  
**Subject:** RE: Draft city deal anticipatory briefing

Hi [REDACTED]

We trawled TS yesterday and the returns are below. In respect of GARL which was cancelled in 2009 what information do you require?

Many thanks, [REDACTED]

**Dalmarnock Rail Station Redevelopment** – On 6 December 2013 Deputy First Minister officially marked the completion of the redeveloped rail station at Dalmarnock. The station will be key transport hub for those travelling to the Commonwealth Games.

The project has delivered a modern, new-look and fully DDA-compliant station building (relocated to Dalmarnock Road from Swanston Street), with lift access to both platforms, a new pedestrian footbridge, a new customer information and communication systems.

The project was funded by a partnership of Clyde Gateway, Glasgow City Council, Strathclyde Partnership for Transport, Network Rail and Transport Scotland, with an additional contribution secured through the European Regional Development Fund.

The redeveloped station is also a key element of the long-term regeneration of the East End of Glasgow.

Sunday services at Dalmarnock commenced on 8 December 2013 with 4 trains per hour in each direction between 1000 hours and 1800 hours. This will enhance connectivity with the rest of the Scottish network.

**Rutherglen & Coatbridge (Whifflet) route electrification (around £30 million)** - The electrification of the Whifflet route between Rutherglen and Coatbridge is now progressing well and is due for completion later this summer. The introduction of electric trains along the route will deliver a better, more sustainable rail service for passengers across Glasgow and Lanarkshire through improvements in journey times, reliability and connectivity.

## **Glasgow Subway Modernisation**

On 26 March 2012, the Scottish Government has agreed to make a capital contribution of up to £246 million for modernisation of SPT's Glasgow Subway.

SPT received £15m in 2011/12 to progress with work on the modernisation and will receive further funding up to 2019/20.

SPT is committing at least £6 million per year from its capital funding for subway modernisation. This has allowed SPT to proceed with work on Hillhead and other stations and also the introduction of the new Bramble smart ticketing card and associated infrastructure across the network.

The pilot project at Hillhead was completed in September 2012 and is being used as the template for all other stations. Ibrox and Kelvinhall stations have been refurbished as these stations will provide access to the venues for rugby sevens and bowling respectively.

All stations have been given a "refresh" in time for the Commonwealth Games which focussed on ensuring that all customers are given a good impression of the stations, as well as dealing with normal wear and tear.

## **Fastlink**

In October 2011 the Scottish Government committed up to £40 million funding to deliver the core element of Fastlink as set out in Strathclyde Partnership for Transport's (SPT) business case dated 31 August 2011.

Fastlink is a bus rapid transit scheme promoted by SPT and its partners - Glasgow City (GCC), Renfrewshire and West Dunbartonshire Councils, along with NHS Greater Glasgow and Clyde.

Fastlink will encourage increased use of sustainable transport and will:

Better connect 'areas of need' with 'areas of opportunity',

Enhance the public transport network with a system providing improved journey times, accessing to key destinations along the corridor and encouraging modal shift from private car to public transport.

Stimulate the local bus market and improve services through the introduction of modern, environmentally friendly vehicles and high quality bus infrastructure.

Provide fast access to jobs, services and social networks along a key development corridor, including healthcare services at the new South Glasgow Hospital.

SPT is responsible for setting out the delivery programme for Fastlink.

The timetable for the completion of Fastlink is 2015, in time for the opening of the new Southern General Hospitals. However, the infrastructure elements of the core scheme required for the Commonwealth Games in 2014 are scheduled to be in place in good time for the Games.

We understand that the physical Fastlink works are underway at a number of sites including at Anderston Quay (beside the Kingston Bridge) and Pacific Drive (opposite BBC, STV etc.)

SPT and Renfrewshire Council share the aspiration of extending the core Fastlink scheme to Renfrew. In October 2011 SPT signed a Memorandum of Understanding with Renfrewshire Council agreeing to work in partnership towards such an extension.

This extension is outwith the scope of the core scheme that the Scottish Government has committed up to £40 million to SPT to deliver.

The extension is anticipated to go beyond the New Southern General Hospitals to Braehead, onwards to Renfrew Harbour and terminate at the Renfrew Ferry.

**M8 M73 M74 Motorway Improvements Project** (Contract value £500m) - The project will upgrade the A8 Baillieston to Newhouse, completing the M8 motorway between Glasgow and Edinburgh, including improvements to the M74 Raith Junction and widening of key sections of the M8, M73 and M74. Part of SG's £2.5 billion NPD investment programme. Started construction in February 2014.

[REDACTED] |PS/Transport Scotland| Chief Executive's Office| Transport Scotland [REDACTED]

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**From:** [REDACTED]  
**Sent:** 01 July 2014 13:35  
**To:** [REDACTED]  
**Subject:** Fw: Draft city deal anticipatory briefing  
**Importance:** High

[REDACTED]

I'd e-mailed yesterday (14.37) looking for figures on infrastructure investment in the Glasgow City region area. I now attach the draft briefing and would be grateful if you could add in something on fastlink and check the other transport entries.

Just so that you are sighted, it's likely that any investment package will include GARL, so would be useful to have the current lines on that.

Grateful for a response by close today,

[REDACTED]

[REDACTED]



Cities Team, Scottish Government

---

**From:** [REDACTED]  
**Sent:** Tuesday, July 01, 2014 09:41 AM GMT Standard Time  
**To:** Gil O (Oonagh)  
**Subject:** Draft city deal anticipatory briefing

[REDACTED]

Before I share this wider for comment, would be grateful for your views.

<<Glasgow City Deal 2014 07 01 anticipatory briefing.docx>>

Regards,

[REDACTED]

[REDACTED] | Cities Team, Scottish Government | [REDACTED]



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[redacted]

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From: [redacted]  
Sent: 11 July 2014 16:17  
To: [redacted]; [redacted]; [redacted]  
Subject: part 3  
Attachments: G09 21 Waterfront West.zip; Future Map CVIIF Project Proposals Gartcosh Glengoig Updated 070114[1].pdf; G05 City Centre.zip

[redacted]

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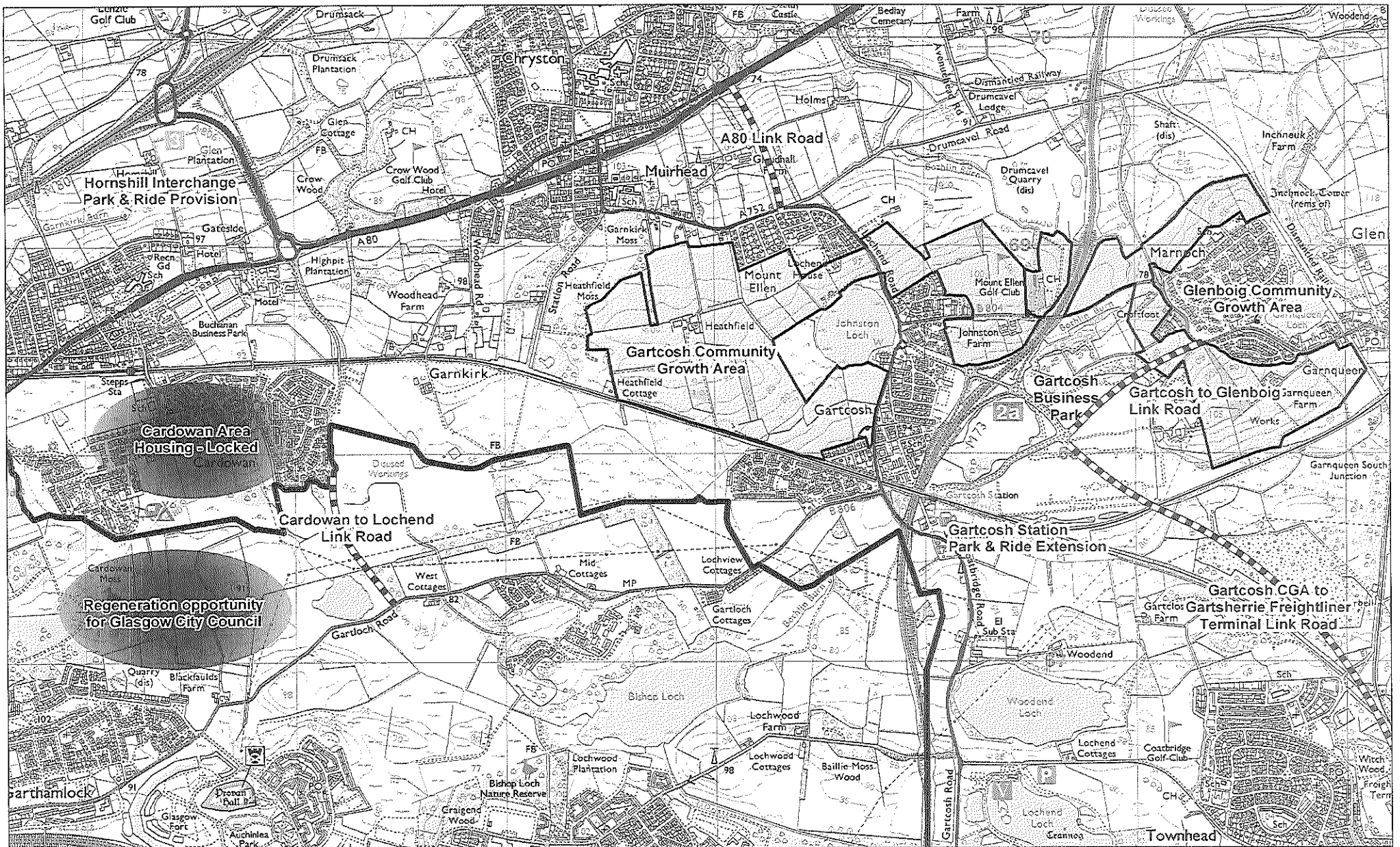
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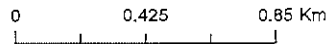
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**GARTCOSH / GLENBOIG COMMUNITY GROWTH AREAS**  
**Future Map - CVIF Project Proposals**

1:16,708



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[redacted]

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From: [redacted]  
Sent: 11 July 2014 16:20  
To: [redacted]; [redacted]; [redacted]  
Subject: part 6  
Attachments: Sighthill Masterplan.jpg; MGSDP.zip; Sighthill 3D.jpg

[redacted]

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[redacted]

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From: [redacted]  
Sent: 11 July 2014 16:21  
To: [redacted]; [redacted]; [redacted];  
Subject: 7  
Attachments: G01 - City Deal MGSDP Cost 30 June 2014.pdf

[redacted]

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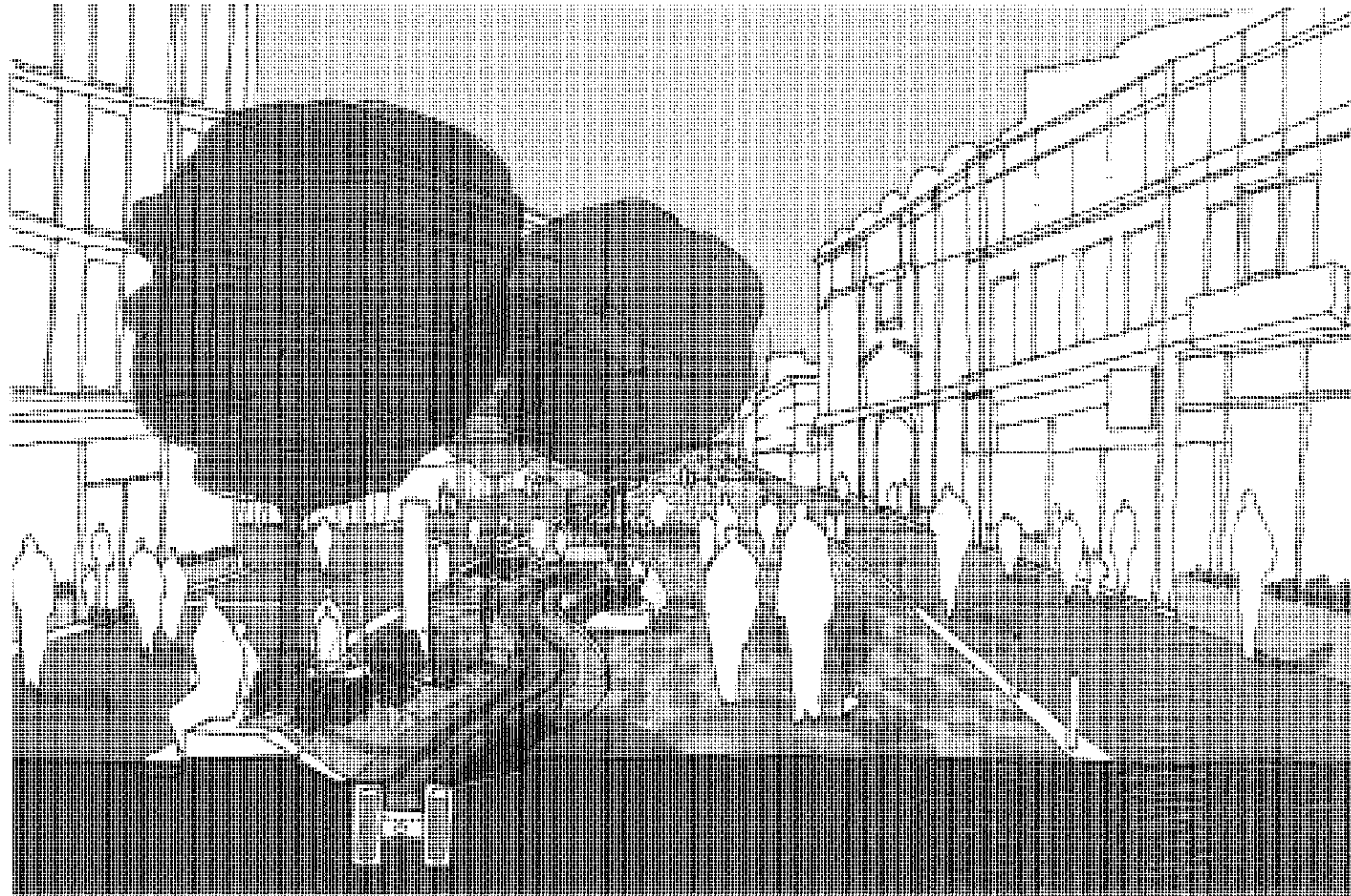
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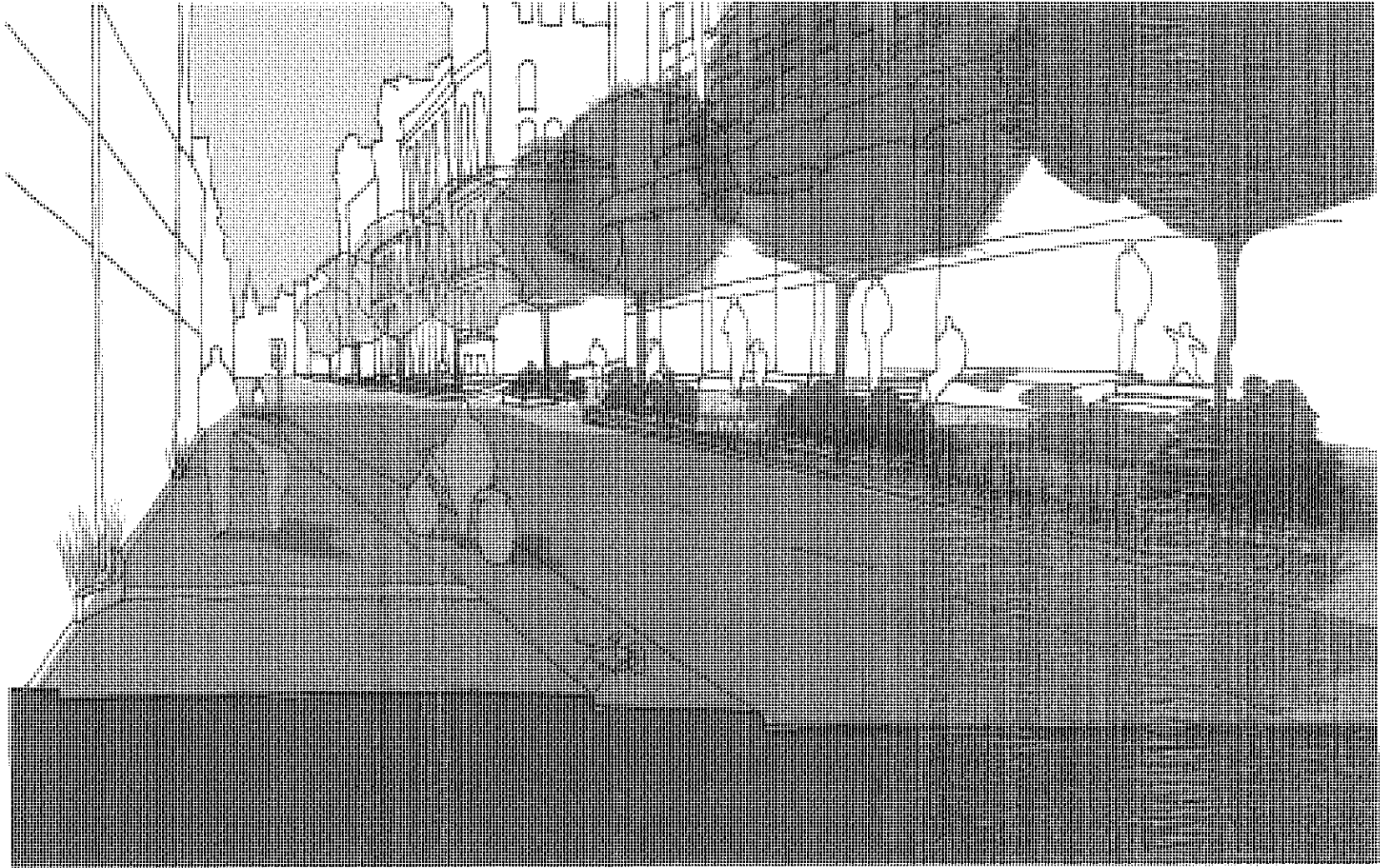
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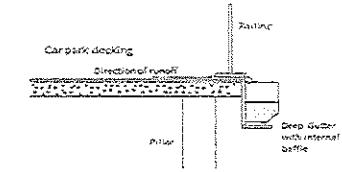
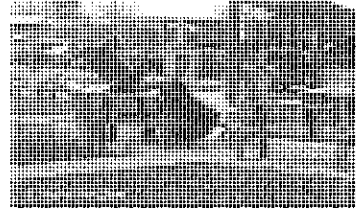
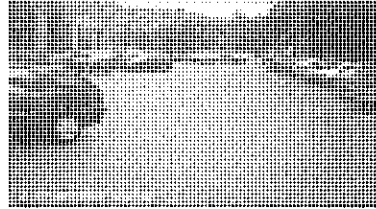
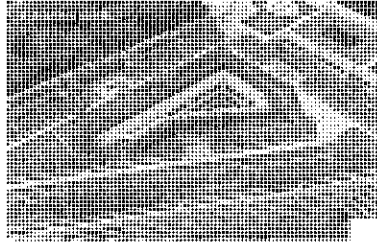
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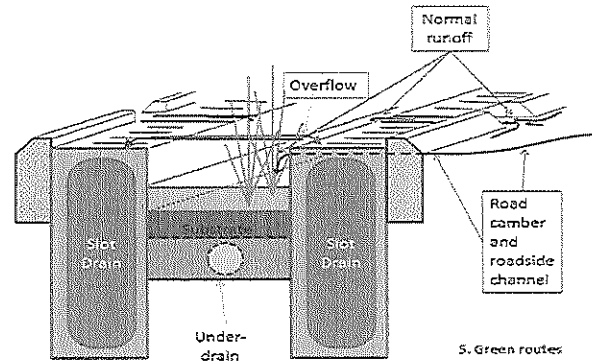
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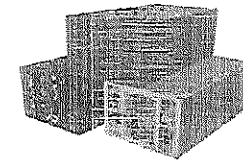
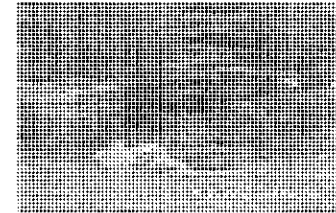




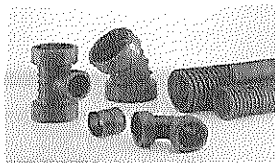
4. Deep gutters



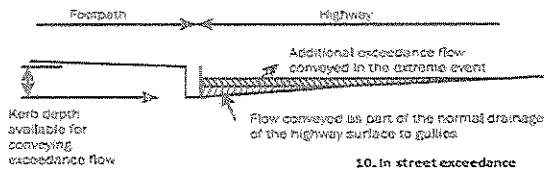
5. Green routes



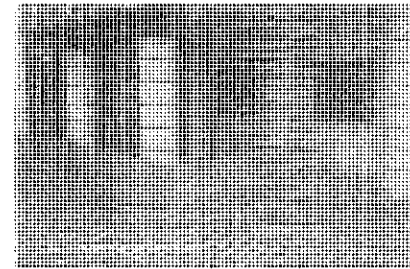
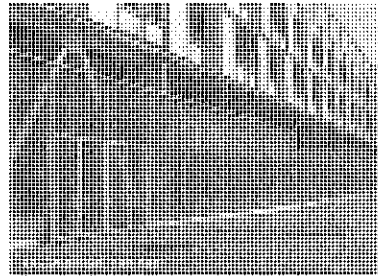
9. Geocellular structures



7. Surface water pipes

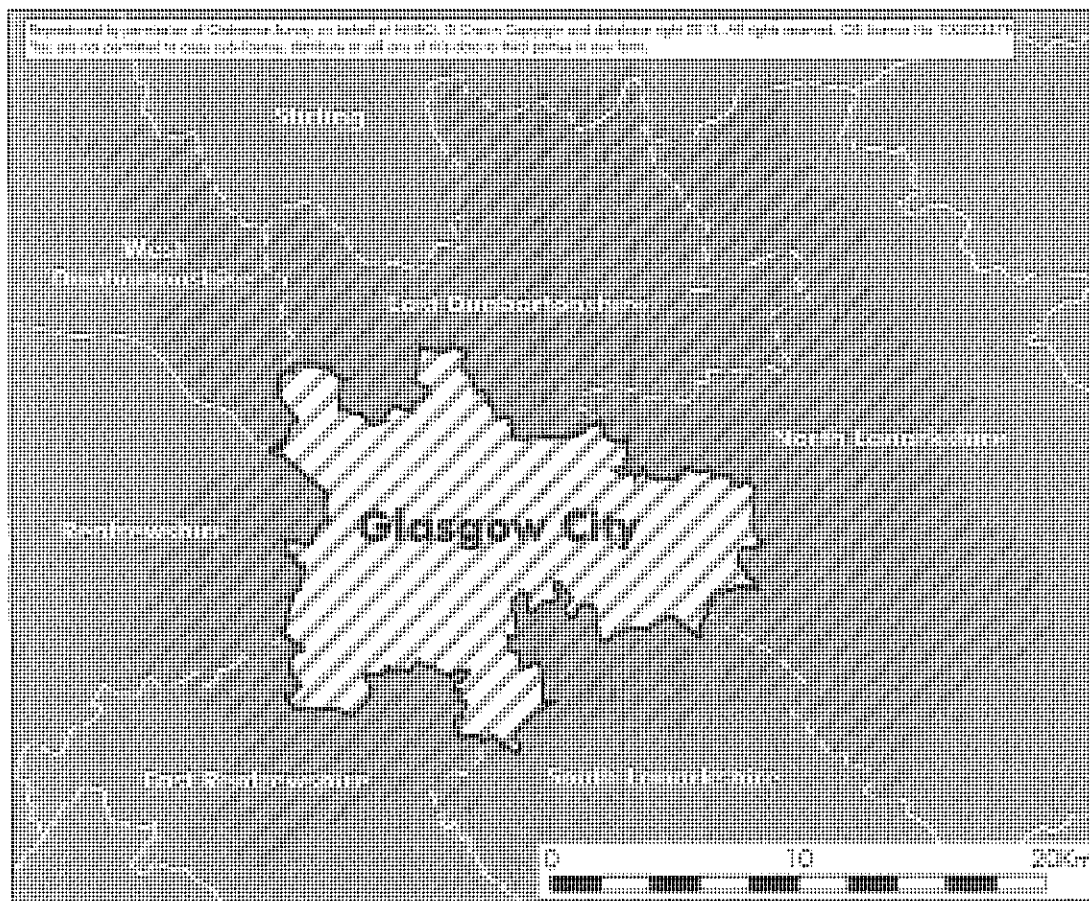


10. In street exceedance





# CLYDE VALLEY INFRASTRUCTURE FUND



Local Authority Boundaries / Metropolitan Glasgow Strategic Drainage Partnership

## Metropolitan Glasgow Strategic Drainage Partnership

The Metropolitan Glasgow Strategic Drainage Partnership (MGSDP) brings together Glasgow City Council, Scottish Water, Scottish Environment Protection Agency (SEPA), Scottish Enterprise, Clyde Gateway Urban Regeneration Company and Scottish Canals. The partnership was formed in response to the 2002 floods within the East End of Glasgow.

## Objectives

The objectives of the MGSDP are:

**Enabling economic development** to remove drainage infrastructure related development constraints where insufficient capacity exists to carry the additional flows created by new developments.

**Integrated investment planning** to maximise the benefits gained for the city region through co-ordinated investment between the Partners and 3rd parties influenced through the planning system.

**Flood risk reduction** to reduce the economic impact of flooding, estimated by SEPA to be over £80M annual average damages to property alone.

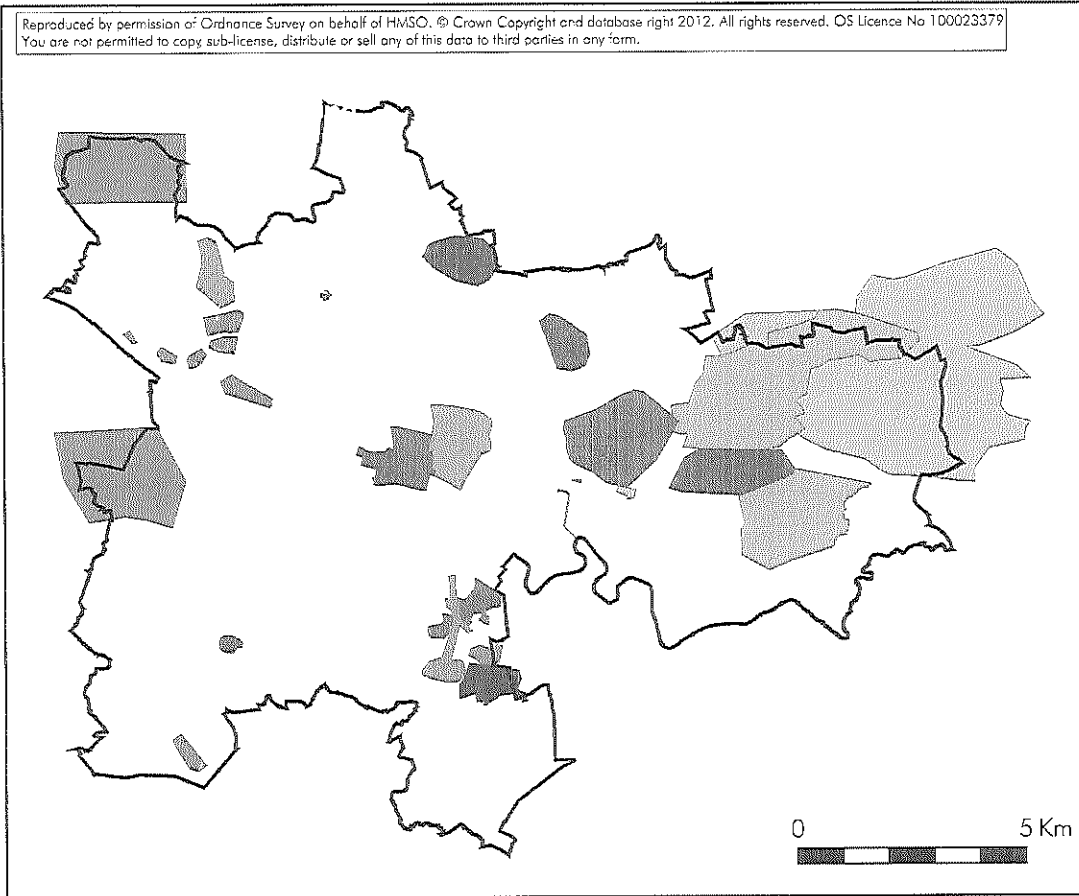
**River water quality improvement** to enhance the city environment and support place making.

**Habitat improvement** to maximise the benefits gained through the ecosystem services offered by natural flood risk management solutions.

Metropolitan Glasgow Strategic Drainage Partnership



# CLYDE VALLEY INFRASTRUCTURE FUND



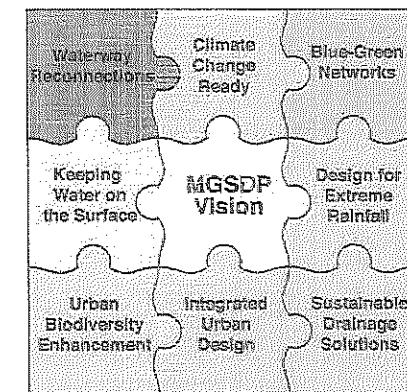
Glasgow City Boundary / Flood Risk Management Projects

## Project Pipeline

The MGSDP has a pipeline of projects to transform how surface water is managed in the city region. This pipeline of projects is informed by Surface Water Management Plans (SWMPs) that have either been completed, are ongoing or will shortly be commissioned. The SWMPs identify a range of interventions to improve the management of surface water including:

- Permeable surfacing to improve infiltration rates;
- Swales to slow the speed of run-off, provide storage and reduce sediment loading on road gullies;
- Street trees, rain gardens and green roofs to absorb water, slow the speed of run-off, provide cooling to counter the heat island effect and contribute to place making;
- Disconnecting rain water pipes from the foul water sewer; and
- Dynamic management of water levels in the canal network to provide for flood storage.

These interventions are informed by the 8 guiding principles developed by the MGSDP:



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Project Reference



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## Metropolitan Glasgow Strategic Drainage Plan List

Reference	Collegelands Calton Barras	Area (Ha)	Construction Cost (£)	Construction Cost (£m)	Funding Sources (1)	City Deal Contribution (£m)
1	Cockenzie Street Surface Water Management Plan	-	£5,121,500	£5.12	0.00	5.12
2	White Cart Phase 3	-	£10,000,000	£10.00	10.00	0.00
3	North Glasgow Integrated Water Management Scheme	-	£9,116,270	£9.12	4.13	5.00
4	Argyll Street Railway Tunnel Syphon	-	£2,378,025	£2.38	0.00	2.38
5	Overwood Drive/ Aitkenhead Road Surface Water Management Plan	78	£5,456,500	£5.46	1.96	3.50
6	Croftfoot Surface Water Management Plan	36	£25,003	£2.50	0.50	2.00
7	Drumchapel Surface Water Management Plan	321	£22,488,900	£22.49	18.49	4.00
8	Jordanhill Surface Water Management Plan	52	£3,656,800	£3.66	3.66	0.00
9	Scotstoun Surface Water Management Plan	26	£1,811,600	£1.81	1.81	0.00
10	Whiteinch Surface Water Management Plan	38	£2,638,300	£2.64	2.64	0.00
11	Kingspark Surface Water Management Plan	19	£1,298,500	£1.30	0.30	1.00
12	Hillington / Cardonald Surface Water Management Plan	299	£20,939,100	£20.94	16.94	4.00
13	Castlemilk SUDs Retrofit	9	£623,000	£0.62	0.62	0.00
14	Possilpark SUDs Retrofit	50	£3,513,300	£3.51	3.01	0.00
15	Garrowhill / Baillieston Surface Water Management Plan	403	£28,230,300	£28.23	24.23	4.00
16	Eastern Springburn Surface Water Management Plan	90	£6,274,100	£6.27	4.77	1.50
17	Darnley Mains Surface Water Management Plan	26	£1,852,900	£1.85	1.85	0.00
18	Cardowan Surface Water Management Plan	150	£10,500,000	£10.50	5.50	5.00
19	Cockenzie Street Surface Water Management Plan	245	£17,145,100	£17.15	15.45	1.70
	<b>Total</b>	<b>1842</b>	<b>£153,069,198</b>	<b>£155.55</b>	<b>115.86</b>	<b>39.20</b>
	<b>CAPEX</b>					<b>46.88</b>

Note 1 The balance of the funding to deliver these projects over this period is anticipated to be secured from a variety of sources including further investment by other MGSDP partners including Scottish Water and Scottish Canals, grant funding and developer contributions.