

## GLASGOW CITY REGION CABINET.

**Item 1**  
**12th April 2022**

Minutes of meeting held on 15th February 2022 by video conference.

**Present:** Councillor Susan Aitken (Chair), Glasgow City Council; Councillor Andrew Polson, East Dunbartonshire Council; Councillor Tony Buchanan, East Renfrewshire Council; Councillor Stephen McCabe, Inverclyde Council; Councillor Allan Graham, North Lanarkshire Council (substitute for Councillor Jim Logue); Councillor Marie McGurk Renfrewshire Council; (substitute for Councillor Iain Nicolson); Councillor John Ross, South Lanarkshire Council; and Councillor Jonathan McColl, West Dunbartonshire Council.

**Apologies:** Councillor Jim Logue, North Lanarkshire Council; and Councillor Iain Nicolson, Renfrewshire Council.

**Attending:** M Hughes (Clerk); K Rush, C Edgar, J Allen, H Gharyal and J Thompson, Glasgow City Council; G Cornes, East Dunbartonshire Council; L McMillan, East Renfrewshire Council; L Long, Inverclyde Council; L Noble, North Lanarkshire Council; B Walker, Renfrewshire Council; A McKinnon, South Lanarkshire Council; M McGuinness, West Dunbartonshire Council; D McNulty, Commission on Economic Growth; and D Meechan, Audit Scotland.

### **Minutes of previous meeting approved.**

**1** There was submitted and approved the minutes of 7th December 2021.

### **Quarterly performance report noted etc.**

**2** There was submitted a performance report by the Director of Regional Economic Growth for Quarter 3 2021/22 providing updates on the progress of the City Region Portfolio Groups, the City Region Intelligence Hub and the City Deal Programme.

After consideration, the Cabinet

- (1) noted the report; and
- (2) approved the change control requests in respect of the following Infrastructure Programme projects, as detailed in the report:-
  - (i) East Renfrewshire Council – M77 Strategic Corridor; and
  - (ii) South Lanarkshire Council – East Kilbride Community Growth Area – Jackton Primary School.

### **Programme Management Office budget and member authority recharges 2022/23 approved etc.**

**3** There was submitted a report by the Director of Regional Economic Growth seeking approval of the proposed Glasgow City Region (GCR) Programme Management Office (PMO) budget for 2022/23, together with member authority recharges for 2022/23, as detailed in appendix 1 of the report.

After consideration, the Cabinet

- (1) approved the GCR PMO budget and member authority recharges for 2022/23;
- (2) noted the report and that in addition to the member contributions, for 2021/22:
  - (a) Glasgow City Council and the Scottish Government had jointly funded a post to support the Clyde Mission; and
  - (b) Glasgow City Council had funded the cost of 4 graduates within the PMO; and
- (3) further noted that
  - (a) the Scottish Government had provided funding of £675,000 through the Regional Recovery Fund in 2021/22;
  - (b) the PMO had been successful in securing £347,865 from the Health Foundation over the next 3 years; and
  - (c) the GCR Intelligence Hub was in discussions to secure external funding to support additional work, as detailed in the original business case.

### **Infrastructure grant allocations 2021/22 approved.**

**4** With reference to the minutes of 15th June 2021 approving the initial infrastructure grant allocations for 2021/22, there was submitted a report by the Director of Regional Economic Growth seeking approval of the proposed allocation of final infrastructure grant payments to each member authority for 2021/22, advising that

- (1) the final position in relation to 2021/22 allocation of grant had been agreed in principle by the Finance Strategy Group on 1st February 2022 and subsequently by the Chief Executives' Group on 3rd February 2022;
- (2) the proposed 2021/22 grant allocation, detailed in an appendix to the report, was based on member authorities' cumulative actual and projected spend levels to 31st March 2021 and also reviewed the percentage share of the overall grant allocation of the projects; and

- (3) grant allocated to member authorities could not be in excess of eligible expenditure incurred.

After consideration, the Cabinet approved the 2021/22 allocation of infrastructure grant to each member authority, as detailed in the appendix to the report.

### **2020/21 annual audited accounts approved etc.**

**5** With reference to the minutes of 10th August 2021 approving the Glasgow City Region (GCR) annual unaudited accounts for year ended 31st March 2021, there was submitted the annual audit report 2020/21 by Audit Scotland, together with the Cabinet's audited annual accounts for the period ended 31st March 2021, advising

- (1) of Audit Scotland's findings from the 2020/21 audit of the GCR Cabinet, as detailed in the annual audit report; and
- (2) of the financial performance of the GCR Cabinet for the period from 1st April 2020 to 31st March 2021, including the income and expenditure incurred in the year relating to the provision of services to the Cabinet.

After consideration and having heard Mr D Meechan, Audit Scotland, the Cabinet

- (a) noted
  - (i) the contents of the annual audit report 2020/21; and
  - (ii) that the Independent Auditor's report was clear of qualification; and
- (b) approved for signature the audited annual accounts for 2020/21.

### **Clyde Metro Project – Presentation noted.**

**6** The Cabinet noted a presentation regarding an update on the Clyde Metro Project by Harjinder Gharyal, Glasgow City Council, during which he highlighted that

- (1) following the publication of the Connectivity Commission report in 2019, this Cabinet had paused the Airport Access Project and the Metro Feasibility Study was mobilised in summer of 2020, to assess wider regional opportunities for a metro proposal;
- (2) the key objectives were to work with key stakeholders to develop a Metro approach; align all national regional and local strategies and policies; and work with Transport Scotland (TS) to recognise Metro as a national infrastructure investment as part of the STPR2 process;

- (3) the announcement of the Clyde Metro draft recommendation was positive news and had attracted, in the main, positive coverage given the transformational opportunity and its scale and bold ambition;
- (4) STPR2 recommendations were subject to public consultation until 15th April 2022, with final recommendations expected to be announced in Autumn 2022;
- (5) preparatory work to set out interim governance arrangements and a work plan for a future Outline Business Case stage would be progressed with TS; and
- (6) further updates and engagement with colleagues across the region were provided at the Transport and Connectivity Portfolio Group on 4th February 2022 and a workshop scheduled for 16th February 2022 to share more information on the development of the Clyde Metro proposal.

### **Update on the Shared Prosperity Fund noted etc.**

7 In terms of Standing Order No 7(c), as a matter of urgency, there was submitted a report by the Director of Regional Economic Growth updating Cabinet on the recent publication of the Shared Prosperity Fund (SPF) pre-launch guidance from the UK Government (UKG) and seeking Cabinet approval, in principle, to adopt a city region approach to management of the SPF, in line with Government guidance, advising

- (1) that the SPF was the successor to EU Structural funding and had long been considered as an opportunity for greater revenue investment across the city region, and of the key elements of the SPF, as detailed in the report;
- (2) of the proposed funding allocation methodology, that would see all areas receive funding based on an allocation and a robust Investment Plan, as detailed in the report;
- (3) that local government would be given responsibility for developing the Investment Plan and managing, processing and monitoring the funds and the guidance from the UKG had made clear the desire to promote regional working, as detailed in the report;
- (4) of the next steps for local authorities and the UKG, as detailed in the report;
- (5) that the preferred position from both the UK and Scottish Governments was that there be a regional oversight and accountability over SPF, and the UKG had considered Glasgow City Region (GCR) to be best placed through its existing partnership structure and ability to manage City Deal funding effectively;
- (6) that the UKG had appointed a GCR lead for Levelling Up/SPF and a regional approach would enable a joined up approach to delivery, and a single point of contact to manage the funds at a GCR level would generate significant

efficiencies, allowing local authorities the opportunity to focus more on delivery of projects;

- (7) that governance structures were already in place in GCR, which would require to be adapted rather than created, giving GCR the opportunity to move more quickly than other parts of Scotland and thereby maximise investment in the region;
- (8) that managing the funds at a GCR level would not preclude individual authorities from seeking additional UKG funding through any challenge funds that may be launched;
- (9) of the outcome of a meeting between the Director of Regional Economic Growth and the UKG on 4th February 2022, as detailed in the report; and
- (10) of the proposed next steps, including a proposal to recruit a Head of Shared Prosperity Fund post, as well as the establishment of a working group of ERF/ERDF leads from each local authority to develop the detailed Investment Fund, ensuring an appropriate geographical spread of investment based on need and opportunity, all as detailed in the report.

After consideration, the Cabinet

- (a) noted the direction from the UKG to pursue a regional approach, and further note that this was also the preferred position of the Scottish Government;
- (b) agreed
  - (i) in principle to pursue a regional approach to management of SPF and to authorise the Director of Regional Economic Growth to formally notify the UKG of this approach; and
  - (ii) that the Investment Plan be developed in conjunction with all 8 Member Authorities, with all necessary approvals at both regional and local level prior to final submission in Summer 2022.

#### **Date of next meeting noted.**

**8** The Group noted that the next meeting would take place on Tuesday, 12th April 2022 at 10.00am.

## **GLASGOW CITY REGION EDUCATION COMMITTEE.**

**Item 2**  
**12th April 2022**

Minutes of meeting held on 1st March 2022 by video conference.

- Present:** Councillor Jim Paterson (Chair), Renfrewshire Council; Councillor Jim Goodall, East Dunbartonshire Council; Councillor Chris Cunningham, Glasgow City Council; Councillor Jim Clocherty, Inverclyde Council; Councillor Katy Loudon, South Lanarkshire Council; and Councillor Karen Conaghan, West Dunbartonshire Council.
- Apologies:** Councillor Frank McNally and Derek Brown, North Lanarkshire Council; and Laura Mason, West Dunbartonshire Council.
- Attending:** Tony O'Neill (Clerk); Greg Bremner, East Dunbartonshire Council; Sharon Hayward and Mark Ratter, East Renfrewshire Council; Douglas Hutchison, Glasgow City Council; Ruth Binks, Inverclyde Council; Janie O'Neill, North Lanarkshire Council (substitute for Derek Brown); Steven Quinn and Lauren Johnston, Renfrewshire Council; Tony McDaid, South Lanarkshire Council; Alan Taylor, Head Teacher co-opted representative; and Pamela Di Nardo, Education Scotland.

### **Minutes of previous meeting approved.**

- 1 There was submitted and approved the minutes of 23rd November 2021.

### **West Partnership – Highlight report and presentation noted.**

2 There was submitted a report by the Regional Lead Officer summarising the key workstream activities from the West Partnership highlight report, which was detailed in appendix 1 of the paper and covered the reporting period from November 2021 to January 2022, advising

- (1) that previous highlight reports had focused mainly on the immediate impact of individual workstream activity, however this report aimed to focus on the collective and long-term impact of the programme through evidenced themes;
- (2) that through the evaluation strategy, three collective impact themes had been identified through discussions at the Progress and Impact meetings, including, collaboration, increased knowledge/confidence and practice change, all as detailed in the report;
- (3) that all workstreams were continuing to make very good progress with the delivery of plans and activities and the core team continued to work closely with a range of partners, including Education Scotland, the Robert Owen Centre, Stirling University and the Mudd Partnership, as detailed in the report;
- (4) of a number of highlights during this session, which had included:-

- (a) the delivery of three Virtual Learning Networks that had resulted in the sharing of information, enhanced knowledge and awareness and simulated self-evaluation and practice change;
  - (b) the delivery of professional learning activities in a range of Personal and Social Education, such as Gambling and Gaming, as well as train the trainer in UNCRC; and
  - (c) Senior Leaders having completed the first five sessions of the Critical Collaborative Professional Enquiry programme, and over 250 participants having signed up for the Pedagogy for All programme;
- (5) that West Online Schools had continued to support practitioners and pupils in their teaching and learning and this was evidenced by the growth of a number of measures during this reporting period; and
- (6) of the next steps for the partnership, as detailed in the report.

After consideration and having heard a presentation by Lauren Johnston, Renfrewshire Council, the committee noted the report.

### **The work of the West Partnership’s Leadership, Empowerment and Improvement workstream – Presentation noted etc.**

**3** There was submitted a report by the Senior Partnership Officer providing an update on the West Partnership’s Leadership, Empowerment and Improvement workstream, advising

- (1) that the West Partnership Improvement Plan, 2021/22, set out the driving vision for Equity, Excellence and Empowerment across all eight partner authorities;
- (2) that in light of the significant challenges that schools and establishments had faced over the last two years, it had been anticipated that this would affect face to face and online attendance at planned activities, direct interaction with planned programmes and completion of both online/offline tasks, which had been the case with almost all activities being virtual/online;
- (3) that within the Leadership, Empowerment and Improvement workstream, activity had been planned and delivered across six key areas, all as detailed in the report; and
- (4) of a number of workstream progress highlights, including work that had been undertaken in respect of Virtual Leadership Networks, as well as the Thinking About Headship and Improving Our Classroom programmes, as detailed in the report.

After consideration and having heard a presentation by Sharon Hayward, Senior Partnership Officer, the committee noted the progress of the Leadership,

Empowerment and Improvement workstream.

**The evaluation of the impact of 1140 hours of Early Learning and Childcare noted.**

**4** There was submitted a report by the Chief Education Officer, West Dunbartonshire Council providing an update on the West Partnership evaluation of the implementation of 1140 hours of Early Learning and Childcare (ELC), advising

- (1) of the background to the Scottish Government's transformational agenda for ELC which had been published in 2017, which aimed to almost double the entitlement of free ELC from 600 to 1400 hours per year by 2020 for all 3 and 4 year olds and eligible 2 year olds, all of which had been underpinned by the key principles of Quality, Flexibility, Accessibility and Affordability;
- (2) that as a result of the COVID-19 pandemic, the Scottish Government had set a new implementation statutory duty date of August 2021, however, during session 2020/21, all 8 local authorities who made up the west Partnership had begun to provide 1140 hours of ELC prior to the revised statutory duty date, with most providing from August 2020;
- (3) that it was now the intention to evaluate the implementation of the 1140 hours of ELC across all 8 local authority areas, focussing on 2 primary areas, namely, outcomes for children and experiences of stakeholders, as detailed in the report;
- (4) of the two overarching research questions of the proposed evaluation, together with the wider themes to be explored, as detailed in the report; and
- (5) that, in order to answer these questions, a variety of quantitative and qualitative methods would be implemented, supported by a research assistant, and that an advisory group would be established to advise on the direction of this work with regular updates being presented to the Early Years Network and the West Partnership Governance Board, all as detailed in the report.

After consideration and having heard Tony McDaid, Regional Lead Officer, the committee noted the report.

**West Online Schools update noted.**

**5** There was submitted a report by the Senior Partnership Officer updating the committee on the progress and evolution of West Online Schools (West OS) and of plans for evolving the West OS offer to support schools further, advising

- (1) of the origin and aim of West OS and whilst acknowledging the importance of recorded lessons continuing to be developed and extended, West OS required to evolve further in order to support and deliver learning through a



wider range of media and in targeted ways, to better meet the needs of young people's learning and link directly to the work that was taking place within school settings;

- (2) that significant progress had been made in a number of areas and the first West OS Live, which offered real time, interactive study support webinars to provide additional support to learners within the Senior Phase, would run this term, as detailed in the report;
- (3) that West OS Live aimed to extend the time learners could access live study support already available through the National e-Learning Offer and E-Sgoil who currently offered a wide range of study support between 5pm and 8pm, with a West OS Live Easter revision programme also being planned;
- (4) that West OS was also exploring the development of curriculum packages, a process which was currently underway in a number of curricular areas within West OS to enhance the learner experience, as outlined in Appendix 1 of the report;
- (5) of a number of other areas being rolled out, including, Masterclasses/Guest Lectures and Theme days/weeks as contexts for learning in the Broad General Education, as detailed in the report; and
- (6) that the West OS team was designing a self-evaluation approach to the curriculum packages and would be approaching a range of schools across all local authorities to be focus schools for the new curricular packages, as detailed in the report.

After consideration and having heard Sharon Hayward, Senior Partnership Officer, the committee noted the report.

# Glasgow City Region

# Interim Performance Report

Period to March 2022



**Table1: City Deal Infrastructure Fund Programme Key Performance Indicators**

	<b>Latest Data</b>	<b>Previous Period</b>
Total number of Projects	21	21
<b>Programme Status Overview (for the 21 Main Projects)</b>	<b>As at 10/03/2022</b>	<b>As at 15/01/2022</b>
Projects <b>Red Status</b> (% total)	0 / 21 (0%)	0 / 21 (0%)
Projects <b>Amber Status</b> (% total)	10 / 21 (62%)	10 / 21 (62%)
Projects <b>Green Status</b> (% total)	10 / 21 (33%)	10 / 21 (33%)
Projects <b>Complete</b> (% total)	1 / 21 (5%)	1 / 21 (5%)
<b>Programme Timeline: Key milestones completed to date</b>	<b>As at 10/03/2022</b>	<b>As at 15/01/2022</b>
SBCs complete (% total SBC to be completed)	21 / 21 (100%)	21 / 21 (100%)
OBCs complete (% total OBCs to be completed)	22 / 27 (81%)	22 / 27 (81%)
FBCs complete (% of total FBCs to be completed)	45 / 117 (38%)	42 / 117 (36%)
<b>FBC Sub-Projects Progress</b>	<b>117</b>	<b>117</b>
Sub-project construction started (% of total FBC Sub Projects)	42/117 (36%)	38 /117 (32%)
Sub-projects construction complete (% of total FBC Sub Projects)	27/117 (23%)	25 /117 (21%)
<b>Programme Finance: Grant Draw Down, Approvals, Spend to Date</b>	<b>As at Q3 2021/22</b>	<b>As at Q2 2021/22</b>
Total Grant Drawn down to Date (% of £1bn Grant available)	£263m / (26.3%)	£245m / (24.5%)
Grant Due as % of Cumulative Projected Spend to 31 March 2022	80%	80%
Business Case Approvals to Date (£) (% of £1.13bn Infrastructure Fund)	£473.8m (42%)	£434.3m (38%)
Spend to Date (% as of £1.13bn Infrastructure Fund)	£293m (26%)	£286m (25%)
Actual spend compared with projected spend	£28.4m/£49.7m (57%)	£21.2m/£31.6m (67%)
<b>Programme Scope: Direct Project Outputs Delivered to Date</b>	<b>As at Q3 2021/22</b>	<b>As at Q2 2021/22</b>
Vacant and Derelict Land removed from Register (Ha)	12	12
Area of Opportunity Sites (Ha)	212	211
Public Realm new/enhanced (Ha)	13	13
Roads (km) new/enhanced	11	11
Junctions new/enhanced	18	18
Bridges new/enhanced	1	1
Cycle/pedestrian routes new/enhanced	9	9
Schools new/enhanced sqm / units	5,515 sqm/3 units	5,515 sqm/3 units
All Direct Floorspace Created (sqm)	17,742	17,742
<b>Programme Benefits: Follow-On &amp; Community Benefits Realised</b>	<b>As at Q3 2021/22</b>	<b>As at Q2 2021/22</b>
Follow On Floor Space Delivered all classes (excluding Housing) (sqm)	23,257	23,257
Follow On New Residential Units Delivered	2,297	2,097
Tier 1 Value awarded to GCR based companies (% all Tier 1 awards)	£118,852,363 (33%)	£116,822,301 (47%)
Tier 1 No. of contracts awarded to GCR based businesses (% all Tier 1)	257 (60%)	257 (61%)
Targeted recruitment and employment benefits secured (e.g. apprentices)	254	218
<b>Programme Economic Outcomes (based on approved OBCs)</b>	<b>As at Q3 (22 OBCs)</b>	<b>As at Q2 (22 OBCs)</b>
Net Additional Gross Value Added at City Region level by 2035 (£bn)	£4.172	£4.172
Total Net Additional Construction Person Years in Employment by 2035	19,758	19,758
Total Combined Follow-on & direct project Private Sector Investment (£bn)	£2.363	£2.363
Benefit Cost Ratio (over 25 years) of approved OBCs	6:1	6:1
<b>Programme Risks</b>	<b>As at 10/03/2022</b>	<b>As at 26/01/2022</b>
No. of risks in period	13	13
New risks in period	1	1
No. risks rated 'very high'/'high' in period	2 high	1 high
No. risks increased/decreased score in period	One risk has been escalated to Issue	All risks are stationary
<b>Programme Issues</b>	<b>As at 10/03/2022</b>	<b>As at 26/01/2022</b>
No. of issues in period	2	1
New issues in period	1	0
<b>Programme Change</b>	<b>As at 10/03/2022</b>	<b>As at 26/01/2022</b>
Change Control Requests (CCR) submitted for City Projects in period	1	4
Approved CCRs/Restatements to date across City Deal Programme	287 (see Section 10)	184
<b>Annual Impl. Plan Actions Completed (inc. Superseded) To Date</b>	<b>25/59 (42%)</b>	<b>18/59 (31%)</b>

## 1. PURPOSE

1.1.1. This Interim Performance Report includes an overview of the progress at March 2022 for:

- The City Region Portfolio Groups which have met since the last Cabinet meeting;
- The City Region Intelligence Hub; and
- The City Deal Programme.

## 2. RECOMMENDATIONS

2.1.1. The Cabinet is invited to:

- a. Note the contents of this report.
- b. Approve the proposed changes be made to the Assurance Framework as set out at Section 7 noting that the Chief Executives' Group has agreed that the drafting of the final wording within the documents, and the associated changes to the Programme Management Toolkit, be completed by the PMO in liaison with the Lead Officers' Group.

## 3. KEY HIGHLIGHTS / ACTIONS COMPLETED IN THIS PERIOD:

<b>City Deal Programme</b>
<ul style="list-style-type: none"><li>○ <u>East Dunbartonshire's Bishopbriggs</u> have appointed consultants for the master-planning of <u>Westerhill Development Road</u> and for the Town Centre Incubation Space feasibility study for the <u>Bishopbriggs Town Centre Regeneration</u> project</li><li>○ Glasgow's <u>MGSDP): Hillington/Cardonald SWMP – Phase 3: Penilee</u> FBC has been approved by Delegated Authority on 24 February 2022</li><li>○ Inverclyde Council <u>Inchgreen</u> FBC was approved by CEG on 17 March 2022</li><li>○ Following approval of the North Lanarkshire's <u>West Coast Mainline Crossing</u> FBC at 3 February 2022 CEG, Committee approval has been secured to enter into an Implementation Agreement with Network Rail for the delivery of the WCML Crossing infrastructure</li><li>○ North Lanarkshire's <u>Motherwell Town Centre Interchange Project</u> works commenced on 10 January 2022</li><li>○ Renfrewshire Council's <u>Clyde Waterfront Renfrew Riverside</u> detailed design is ongoing and early site works commenced on 31 January 2022</li><li>○ Following approval of the <u>Jackton Primary School</u> FBC in February 2022, the construction contract has been let. School opening now estimated to be August 2023</li><li>○ Transport Scotland and its consultants provided a more detailed context of <u>Clyde Metro</u> proposal to the Metro Strategic Advisory Group on 16 February 2022</li></ul>
<b>City Region Intelligence Hub</b>
<ul style="list-style-type: none"><li>○ The Hub has created a new business case calculator tool which should save significant consultant fees</li><li>○ The Hub continues to support the evidence base for the Clyde Mission project</li><li>○ The Hub has appointed a new GIS officer to support work and the development of the RES programmes</li></ul>
<b>Region Economic Strategy and Recovery Plan Project Updates</b>
<ul style="list-style-type: none"><li>○ Progress has been made in developing the workstreams for the Housing Retrofit Programme; work to develop a proposal to prioritise retrofit of the Region's social housing is underway</li><li>○ The Region has been granted funding of £50k from Transport Scotland to undertake an Electric Vehicle Evaluation and Options Appraisal. The appraisal is underway and due to be completed in April 2022</li><li>○ Working with Scottish Enterprise, a £500k Low Carbon R&amp;D Grant Fund for businesses in the Region opened for applications at the end of January 2022</li></ul>

## **4. REGIONAL ECONOMIC STRATEGY AND RECOVERY PLAN PROJECT UPDATES**

### **4.1. Community Wealth Building (CWB)**

- 4.1.1. The Programme Manager for Health and Inclusive Economy presented an update on regional CWB work to the Economic Delivery Group on 28<sup>th</sup> February 2022. The paper also set out a range of proposed actions to develop and advance a coordinated approach across all five of the pillars of CWB. These recommendations were approved and an update will be brought back to the next EDG meeting including on the benefits, requirements and any barriers to the Region becoming accredited as a Living Wage Place.
- 4.1.2. The objectives of the 'fair employment and just labour markets' pillar of CWB is being used to inform the development of the priority projects set out in the Regional Economic Strategy, in particular the Foundational Economy and the Fair and Healthy Work programmes.

### **4.2. Green Freeport in Scotland**

- 4.2.1. On 25 March 2021, the Chief Executives' Group gave approval to contribute £50k of underspend from the GCR PMO 2020/21 budget towards consultancy costs for the development of a Green Freeport bid, with the funding to be released upon the publication of a bid prospectus. On 14 Feb 2022, the UK and SG announced a deal to establish two Green Freeports in Scotland with this followed by the publication of the prospectus on Friday 25 March 2022.
- 4.2.2. The prospectus requires bids to be submitted by 20 June 2022 with announcement of the successful bids following in Summer 2022. A Bid Development Working Group has been formed with representatives from private sector partners, the Glasgow Chamber of Commerce, along with officers from Inverclyde, Renfrewshire, North Lanarkshire and Glasgow City councils. The Group has nominated the Director for Regional Economic Growth as the Senior Responsible Officer for the bid process. The City Region PMO is in the process of procuring consultants to assist with the bid development. An update will be brought to the June Cabinet meeting.

### **4.3. Climate Ready Clyde GCR Representatives**

- 4.3.1. Climate Ready Clyde (CRC) is currently undertaking a review of its governance structures. The current CRC Board has agreed that two GCR representatives should be included in the membership of the new 'CRC Action Group' which is intended to replace the Board in the new revised governance structure with effect from late April 2022. The Chief Executives' Group has nominated the Director of Regional Economic Growth and the Land Use and Sustainability Portfolio Group Chair as the GCR representatives in the first instance.
- 4.3.2. In June 2021 the Cabinet agreed that the GCR would enter into a Memorandum of Understanding (MOU) with Climate Ready Clyde's secretariat body, Sniffer, on behalf of the Member Authorities. The PMO is working with Sniffer to develop the MOU with the new arrangements expected to come in to effect from May 2022 with these reflecting the new governance arrangements.

## **5. CITY REGION PORTFOLIO AND SUPPORT GROUP UPDATES**

### **5.1. Enterprise Portfolio**

- 5.1.1. The Enterprise Portfolio Group met on the 1 December 2021 and discussed the City Region's submission to the Scottish Government's Fair Work consultation, the proposed GCR business innovation fund being developed in collaboration with Scottish Enterprise, and opportunities for business support through the Shared Prosperity Fund.
- 5.1.2. Glasgow City Council is continuing to work on the Just Transition Skills Action Plan, with an early draft due for circulation for comment amongst partners in March, with a view to gaining final approval in June.

### **5.2. Tourism and Destination Marketing Portfolio**

- 5.2.1. A sub-group of the Tourism Portfolio Group last met on 23 January to review and refresh the Tourism Strategy's Action Plan. The outcome of this discussion will be presented at the Portfolio Group meeting on 29 March 2022. Further discussions have taken place with Visit Scotland to discuss how the City Region can support the development of the 'National Tourism Observatory' and a dedicated session to discuss tourism data will take place on 11 March.

### **5.3. Infrastructure and Assets Portfolio**

- 5.3.1. The Infrastructure and Assets Portfolio met on 1 April and received updates on GCR discussions around electric vehicle charging points, working with the SFT and the GCR Capital Investment Plan, and received a presentation on the Infralink project, delivered by the Scottish 5G Centre and the SFT. A report proposing collaboration with Infralink and the GCR local authorities was approved by the CEG on 3 February 2022.

### **5.4. Housing and Equalities Portfolio**

- 5.4.1. The Housing and Equalities Portfolio met on 28 March and had a discussion on the next steps for the Retrofit Feasibility Study. The Housing Portfolio Group has contributed to the development of a GCR response to the Scottish Government's Heat in Buildings consultation and is supporting the work of the newly appointed Project Manager within the PMO who is leading on the development of the retrofit programme.

### **5.5. Land Use and Sustainability Portfolio**

- 5.5.1. A sub-group of the Portfolio Group, led by Clydeplan is supporting the continued development of the business case for a regional report tackling vacant and derelict land. The initial options appraisal process was undertaken at a meeting on 18/1/22 which considered the scope, delivery method, financing and implementation options. Work is progressing on the development of the business case with the intention that this will propose a number of costed projects that will help to take advantage of V&DL in GCR, and which will form the basis of an ask of the SG to work with the GCR.
- 5.5.2. The Land Use and Sustainability Portfolio held a meeting on 11 Feb at which Dark Matters Labs presented on Trees As Infrastructure, alongside a discussion on Climate Ready Clyde's Governance Arrangements, the development of the regional approach to National Planning Framework 4, and the forthcoming concordat for Climate Forest.

### **5.6. Transport and Connectivity**

- 5.6.1. The Transport and Connectivity Group met on 4 February and discussed updates on Glasgow City Region Bus Partnership, electric vehicle charging infrastructure, the Regional Capital Investment Plan, the development of the Metro and Transport Scotland's Strategic Transport Project Review (STPR2). Strathclyde Partnership for Transport (SPT) and the Metro Strategic Advisory Groups are developing responses to the STPR2 consultation. SPT has shared the response with the PMO. Member Authorities were invited to attend a more detailed discussion with Transport Scotland and the Metro Project Team which took place on 16/2/22.

### **5.7. Skills and Employment Portfolio**

- 5.7.1. The Employment Group met on the 23 February and had a discussion around the National Commissioning Framework, an update from Inverclyde Council on the GCR Chef Academy project, a presentation from the Intelligence Hub on the latest labour market data, a discussion about the national Settlement and Distribution Group, and an update on the Shared Prosperity Fund.

### **5.8. Procurement Support/Strategy Groups**

- 5.8.1. The Group met on the 10/2/22 and carried out a lessons learned session regarding the procurement of City Deal infrastructure projects and the challenges faced by local authorities due to current market conditions.
- 5.8.2. The Sustainable Procurement Support Group met on the 10/2/22 and received a presentation from the Scottish Government on the 'Single Procurement Document & Environmental Management', literature review on payment of the living wage within GCR prepared by the Intelligence Hub, an update on the Economies for Healthier Lives project, and an update on the actions within the Sustainable Procurement Strategy.

### **5.9. Regional Partnership Funding**

- 5.9.1. The Scottish Government has provided £230k of funding to support Regional Partnership activities which were undertaken during 2021/22.
- Development of Regional Economic Partnership or Collaboration;
  - Creation of a Regional Economic Strategy;
  - Economic Analysis; and
  - Internationalisation Plans.

## **5.10. Shared Prosperity Fund**

- 5.10.1. Cabinet in February agreed to notify the UK Government (UKG) of GCR's intention to manage the Shared Prosperity Fund (SPF) at a regional level. This was done and UKG is now actively engaging with GCR on the next steps. The SPF Prospectus has not yet been published but is expected to be by the 15<sup>th</sup> April. This will then give the City Region 12 weeks to develop an Investment Plan.
- 5.10.2. Following interview, Mike McNally has been appointed as the new Head of Shared Prosperity Fund for GCR. He was most recently Group Manager for Employment, Skills and European Funding in Glasgow City Council. Prior to that, he was Group Manager for Business Support after four years as Community Benefit Programme Manager for the Commonwealth Games in 2014. From 2006, he was the project manager for the successful Commonwealth Games bid and brings a wide range of economic development, funding and project management experience to the post.
- 5.10.3. Mike's role will be to work with all 8 Local Authorities to lead the management of this fund in GCR, build an Investment Plan with partners, establish governance arrangements and maximise both investment and delivery of this programme in the Glasgow City Region, recognising the importance of local delivery and regional oversight. He will also lead discussions with UKG to secure maximum funding for the Region and will start his post on 19<sup>th</sup> April. An update paper will be presented to the June Cabinet meeting.

## **5.11. Innovation Accelerator Partnership**

- 5.11.1. GCR has been selected as one of three areas in the UK to share in £100m in investment in an Innovation Accelerator programme along with West Midlands and Greater Manchester. Officials from the Department for Business, Energy and Industrial Strategy (BEIS) visited the City Region's Innovation Districts on 24<sup>th</sup> and 25<sup>th</sup> March.
- 5.11.2. A GCR Innovation Partnership consisting of public, private and academic representatives from across the city region has been established to develop a proposal for the Innovation Accelerator. Chaired by John Howie of Babcock, members include Professor Sir Anton Muscatelli and Professor Sir McDonald. The Partnership had its first meeting on 25<sup>th</sup> March and will oversee the development of a business case proposal once formal guidance has been issued by the UK Government. An update paper on this will be presented to the June Cabinet meeting.

## **6. CITY REGION INTELLIGENCE HUB UPDATE**

### **6.1. Economic Intelligence Support Group (EISG) and Intelligence Hub**

- 6.1.1. The Hub has created a business case calculator tool. This was in response to requests from member authorities for assistance in modelling the economic impacts of changes to City Deal projects. The tool currently works for infrastructure, housing and general construction projects by defining their GVA and employment impacts. As part of the next phase of its development, the Hub is looking to add in ability to measure Carbon Impacts and the impact of public realm projects. It doesn't model transport impacts – and these will continue to require specialist support. Nevertheless, this economic calculator should save member authorities significant sums in consultant fees if they are required to revise City Deal projects due to cost increases etc. Equally, the tool will be able to support the economic case for new projects such as bids for Levelling Up funds.
- 6.1.2. The team is continuing to provide the socio-economic evidence base to support the Clyde Mission Jobs and Skills and Communities missions.
- 6.1.3. In February a new GIS officer was appointed. The officer will work to support current projects, such as the ongoing mapping of City Deal projects. They will also work on future RES programmes including Town and City Centre, and Housing Retrofit. The costs will be covered from within existing budget.

## **7. ASSURANCE FRAMEWORK/PROGRAMME MANAGEMENT TOOLKIT UPDATES**

- 7.1.1. A series of changes are proposed to be made to the Assurance Framework and its related Programme Management Toolkit, namely:
  - o Updates to the membership of all City Deal and City Region governance groups;
  - o Clarifying that the City Deal construction programme end date is not fixed at the end of 2025;
  - o Advising that the Intelligence Hub will provide support to Member Authorities and the PMO to assess the economic impact of proposed Change Controls;

- Inclusion of the SG and UK Guidance on the requirements in relation to carbon accounting and management;
- Guidance on the required content of Business Continuity Plans;
- Further guidance on what constitutes eligible costs; and
- Further guidance on the requirements for the completion of Lessons Learned exercises.

7.1.2. Following approval of these changes by Cabinet, the Chief Executives' Group has agreed that the PMO should liaise directly with the Lead Officers' Group to agree the final wording within the documents.

## 8. CITY DEAL PROGRAMME UPDATE

8.1.1. This section of the report provides an overview of the City Deal Programme for:

- Projects' key milestone dates;
- Programme risks' and Programme issues;
- Change Control Requests for consideration; and
- an update on the progress with the actions within the Annual Implementation Report.

## 9. PROJECT STATUS SUMMARY

9.1.1. The Project Status Summary table at Appendix 1 provides an overview of each City Deal Project's business case stage (through Strategic (SBC), Outline (OBC) and Full (FBC)) and performance status against the key project elements of scope, timeline, finance and benefits realisation.

9.1.2. In terms of Infrastructure Programme Project-level business case developments:

- of the 21 Strategic Business Cases (SBCs) to be created, all are now complete;
- of the 27 Outline Business Cases (OBCs) to be created, 22 have been approved by Cabinet; and
- of the **117** Full Business Cases (FBCs) to be developed, **45** have been approved to date.

9.1.3. In terms of Project status as at 10/03/22, of the 21 Infrastructure Programme projects:

- no projects are reporting a Red status;
- 1 is fully **Complete** - Gartcosh/Glenboig Community Growth Area Project
- 10 are reporting at **Amber** status (a reduction from 11 in last period); and
- 10 are reporting at **Green**.

9.1.4. A position statement, setting out project progress and the issues being faced by projects is set out in Section 16.

## 10. CITY DEAL CHANGE CONTROLS REQUESTS

10.1. Following a review of Change Control Register, the number of approved CCRs has changed from 184 to 287. This is due to a change in the recording approach used by the PMO.

10.2. One Change Control Requests have been approved by the Chief Executives' Group in this period as set out below.

### a) Renfrewshire Council – Glasgow Airport Investment Area (GAIA) - 220223\_RC\_012 (MA Ref GAIA-CR006)

- **Timeline Changes:** This CCR restates GAIA Construction End date from November 2021 to March 2022 which results in a delay to the overall programme set out in approved Change Control (GAIA-CR005) of approximately 4 months.
- **Reason for the change:** Change is a result of site closure and H&S legislation regarding social distancing with respect to Covid-19 pandemic. Perceived lack of skilled labour and material shortage resulting from the pandemic and Brexit.
- **Scope:** The project scope remains unchanged.



- **Finance:** The cashflow has been revised in line with the updated programme. Measures continue to be taken to determine implications on budget with consideration to available funding.
- **Benefits Realisation:** No impact on Benefits Realisation.

## 11. BUSINESS CASES APPROVED BY DIRECTOR OF REGIONAL ECONOMIC GROWTH

- 11.1.1. Under the Scheme of Delegation approved by Cabinet in August 2020, the Director of Regional Economic Growth has authority to approve Full Business Cases up to a value of £4.5m where changes between OBC and FBC are minor. CEG may approve all other FBCs except those where changes between OBC and FBC are significant.
- 11.1.2. One business case has been approved by the Director under this authority in this period with a summary of the business case set out below.
- 11.1.3. Metropolitan Glasgow Strategic Drainage Partnership (**MGSDP**): **Hillington/Cardonald SWMP – Phase 3: Penilee (Glasgow City Council)** has been appraised by the Programme Management Office and, following confirmation that all elements are fully compliant with appraisal criteria has been approved by the Director of Regional Economic Growth in the period. The four main elements of this FBC are:
- **Scope:** The proposed works will deliver new strategic water drainage infrastructure, to better manage the risk of flooding in the Hillington and Cardonald area of Glasgow. The selected interventions are:
    - 3 detention basins, 1 swale and interconnecting drainage within Penilee Park allowing surface water flows to be delivered from the combined sewer network and discharged into the Lin Burn at the controlled rate.
    - New footpaths and landscaping works enhancing the amenity, habitat and biodiversity value of Penilee Park.
  - **Finance:** The total cost of the City Deal funded element of the project is £1.108m - £0.953m from the City Deal Grant (86%) and £0.155m of GCC contribution (14%). This FBC is part of the MGSDP OBC which has total funding of £43.060m.
  - **Timeline:** Works start in February 2022 and complete in October 2022.
  - **Benefits Realisation:** This FBC will contribute to the delivery of the following project output and outcomes: 6,122m<sup>2</sup> office + 4,081m<sup>2</sup> industrial/commercial space, 505 properties with reduced flood risk, 2.6 km of carriageway with reduced flood risk, 1.5 ha of blue-green infrastructure enhanced, 166 ha of drainage catchments with improved climate resilience.

## 12. BUSINESS CASES APPROVED BY CHIEF EXECUTIVES' GROUP (CEG)

- 12.1.1. One business case has been approved by CEG on 17 March 2022 with a summary of the business case set out below.
- 12.1.2. **Inchgreen Project, Inverclyde Council**
- 12.1.3. The four main elements of this FBC are:
- **Scope:** The project is seeking to redevelop and under-utilised land asset that is currently heavily constrained, and to invest in site assembly, site remediation and infrastructure. The selected interventions include quay/dock upgrading and dredging, demolitions and site remediation, enabling engineering works, development of advance building unit.
  - **Finance:** The total cost of the City Deal funded element of the project is £9.427m – £8.108m from the City Deal Grant (86%) and £1.319m of Inverclyde Council contribution (14%).
  - **Timeline:** Works will start in April 2022 and complete in December 2023.
  - **Benefits Realisation:** This FBC will contribute to the delivery of the following project output and outcomes: 11.5 ha of vacant and derelict land brought back into use, general industrial (Class 5) – 14,840sqm, 1 junction improved.

## 13. CITY DEAL PROGRAMME RISKS

- 13.1.1. The Programme Risk Register is at Appendix 3. Updates to mitigating actions are noted in bold and italics. The Register shows:
- there are **13** Programme risks:
  - In terms of risk ratings:

- No risks are rated as 'very high';
- 2 risk is rated as 'high';
- 5 risks are rated as 'medium';
- 6 risks are rated as 'low';
- One risk has been escalated and moved to the Issue Log
- One new risk, accounting for the Ukrainian unrest, has been added to the Risk Register

#### 14. CITY DEAL PROGRAMME ISSUES

- 14.1.1. The Programme Issue Log has been updated and all updates are noted in bold and italics in Appendix 4. As at 09/03/22 there were two issue, ***namely Issue 0039 Lack of contractors/competition for contracts escalated from the Risk Register and Issue 0038 Construction Material availability and cost. A Lessons Learned exercise was undertaken with the Procurement Support Group on how cost increases have been mitigated/managed at MA level. Report included in Appendix 2.***

#### 15. ACCELERATED CITY DEAL INFRASTRUCTURE GRANT FUNDING

- 15.1.1. As in 2020/21 when the City Region received £65m of accelerated funding, underspends across other City Deal and Growth Deals across Scotland has resulted in the Scottish Government (SG) having surplus capital funds. The Scottish Government approached GCR with an offer of further accelerated City Deal Grant funding for financial year 2021/22. This funding is only for expenditure actually incurred and approved by GCR prior to 31 March 2022, thereby restricting what GCR can accept. Following an exercise to determine the maximum amount GCR could receive, the Chief Executives' Group agreed to take receipt of £32 million of accelerated funds. This has now been received and will be allocated and passed to individual Member Authorities in June 2022 following confirmation of 2021/22 spend.

#### 16. CITY DEAL PROJECT UPDATES

This section provides information on the progress and status of each the 21 main infrastructure projects being delivered across the Region. Updates from the previous period are shown in ***bold italic text***.

##### 16.1. Place and Growth Programme (EDC) (Green)

- 16.1.1. This £35m City Deal funded Place and Growth Programme is designed to enable follow on investment in strategic sites within East Dunbartonshire, to support inclusive growth and access to employment. The programme is early stage of development for the project elements outlined in the approved SBC.
- 16.1.2. The tender for Business Case consultants ***has now closed and the successful bidders have been notified. Contract preparation is underway.*** Following appointment and inception work, in early 2022, programme milestone dates may be updated.
- 16.1.3. The programme consists of three sub-projects:
- Delivery of phase 5 of the Westerhill Development Road (WDR), formerly Bishopbriggs Relief Road (BRR5), aims to complete the route through East Dunbartonshire and Glasgow north, improving connectivity and unlocking strategic development sites to enable follow on investment. The BRR plays a key role in improving linkages between the wider City Region, Westerhill, Strathkelvin Retail Park and Bishopbriggs. It has been agreed with the EDC Project Board that the Bishopbriggs Relief Road, Phase 5 (BRR5) will be renamed/rebranded the Westerhill Development Road (WDR). Master-planning consultants ***have now been appointed*** to help develop and test follow-on investment options for the Westerhill area, enabled by the WDR. Current works include: Land Use and Economic Study (property market information, vision and business land use options); Preliminary Ecological Appraisal; ***Preliminary Peat Risk Appraisal*** mapping of opportunities and constraints, and initial site surveys. ***The WDR consultants are progressing with the early stages of analysis and constraints mapping, in coordination with the Westerhill master-planning team.*** The council is continuing to engage with local businesses, landowners, relevant Council service areas and relevant organisations to investigate potential for business/sector growth in the Westerhill area. Site access/investigations licenses and land acquisition approach being finalised in collaboration with EDC Estates and Legal Services. This will support ongoing discussions with relevant landowners/occupiers. Ongoing 1-

2-1 discussions with landowners. Landowner workshops to recommence in 2022. EDC is currently investigating other funding opportunities to support complementary activity around areas such as Westerhill. Community benefits workshops commencing with consultants **and with the Councils relevant Services and other organisations, such as EDVA and HSCP**. With appointment of consultants, programme milestones dates will be reviewed.

- The Sustainable Transport Improvements A803 Route Corridor sub project aims to increase the number of journeys by active and sustainable travel; improve bus journey times, air quality and local environments; reduce dependency on the private car; support inclusive growth and access to employment. A key benefit of the project will be an improvement in links across the A803, connecting communities which are severed by the route corridor. It will create a key bus route corridor between East Dunbartonshire and Glasgow City Centre, serving the north of Glasgow and a range of key retail, regeneration, health and education facilities. These objectives will be achieved through a programme of transport and infrastructure measures within East Dunbartonshire and the north of Glasgow, along the A803 route corridor and its surrounding areas. This sustainable transport corridor will further activate a range of key retail, regeneration, and health and education facilities. Discussions have taken place with AECOM and SPT to understand emerging future year modelling scenarios being considered as part of the Strategic Transport Projects Review as this is likely to feed into future scenarios for the regional transport model being used for EDC City Deal, through use of the Strathclyde Transport Regional Model (owned by Transport Scotland and SPT). **Review of the regional model by the appointed** Transport Modelling consultants **continues** in relation to project areas, and in preparation for testing options and scenarios as the OBC process moves forward. The A803 Design Team contract is currently out to tender via the Scotland Excel Framework, anticipated start early 2022. Work continues to finalise the Minute of Agreement between respective legal teams in each partner organisations (EDC, SPT and GCC). Engaging with GCC Traffic, Transport, and Development teams to discuss potential developments in GCC area that may impact or be impacted by works on A803. **EDC/SPT/GCC** Technical Working Group meetings progressing. With appointment of consultants' programme milestones dates will be reviewed.
- Bishopbriggs Town Centre Regeneration through provision of business space, improved accessibility and improved public realm delivered by the City Deal Project. Barratt Homes **Section 75** for Morrisons owned site **is in progress**. Town Centre Public Realm Plan feasibility work **has recommended following the review of initial high-level** transport modelling work for the A803 through the town centre. Work will help inform development of design options for public realm in town centre as part of **the next stage of design, expected to be appointed and commence in summer 2022**. Engagement with private landowners on redevelopment/renewal opportunities in the town centre which supports town centre regeneration and City Deal Project, including use of vacant floor space and enlivening of outdoor space. Consultant **have been appointed** for feasibility study looking at Town Centre Incubation Space. **Currently working on demand analysis and engaging with stakeholders. An online survey developed in coordination with EDC Communications is live from 21<sup>st</sup> February 2022 for three weeks and will inform the options testing for the potential incubation centre.**

## 16.2. M77 Strategic Corridor Programme (ERC) (Green)

- 16.2.1. The £44m City Deal funded M77 Strategic Corridor Programme consists of **six** sub-projects aiming to support the planned growth of Newton Mearns and the regeneration of the town of Barrhead. While good progress has been made with a number of sub-projects substantially complete, a number of Covid-19 related issues are causing delays to final completion, benefit realisation and project costs. A review of the overall programme was approved by GCR Cabinet on 7 December 2021. The paper proposes to delay the Levern Valley Link project until a later date and reallocate the funds between the three remaining projects. Progress with each sub-project is set out below:
- The Levern Works Project in Barrhead saw construction completion in May 2016 of 843sqm of new workshop space in 10 business units at Crossmills (all of which are now let) and the completion of remediation and preparation of a 0.93 hectare brownfield site at the former Nestle Purina factory, with a development agreement now in place for a mixed use scheme on the bulk of the former Nestle site.
  - Construction work on the Business Boost Project is also complete, with enhanced facilities at The Foundry, Barrhead and a new build business centre at Greenlaw, Newton Mearns providing 1,345 sqm of commercial floorspace across 36 flexible office suites. While the Greenlaw Business Centre

was completed mid-March 2019 and an external management agent has been appointed to operate the centre on behalf of the Council, formal opening is delayed due to Covid-19 lockdown and the property's car park is continued to be used as a COVID test centre. In line with Government advice on non-essential offices remaining closed, there has been no pro-active marketing of space at the Greenlaw Business Centre. **Further clarification from the Scottish Government on office occupancy will inform marketing of these facilities.**

- The Balgraystone Road Realignment Project completed on site in October 2020 and the new road has now opened to the public. The project provides improved access to the proposed train station at Barrhead South, facilitates the development of Barrhead South Strategic Development Opportunity providing new residential development and provides improved access to Dams to Darnley Country Park. The project creates a new signal-controlled junction where Balgraystone Road meets Springfield Road, a new realigned section (approx. 500m) of fully lit two lane carriageway (converted from a single track country road), adjacent new public footway and cycle facilities, and a new access road and bus turning circle to provide access to future development sites and provide the infrastructure to attract a local bus service along the route.
- Work progresses on a New Railway Station (Barrhead) and Allied Works project on the Glasgow to Neilston line with bus interchange and associated car parking. The railway station will serve the existing community and a new residential community proposed at Barrhead South, providing a sustainable transport solution for all residents. It will also provide easy and direct access to the Dams to Darnley country park where new and improved visitor facilities are proposed and where the tourism offer will be improved. The Scottish Transport Appraisal Guidance Stage 2 was submitted to Transport Scotland (TS) for review and approval **in November 2021. We look forward to a response from Transport Scotland before engaging with Network Rail to progress into the Project Acceleration in a Controlled Environment (PACE) process which has replaced the Governance for Rail Investment Projects (GRIP).**
- The Aurs Road Realignment Project includes road realignment, replacement of a weak bridge to allow a bus route along this corridor and provision of pedestrian/cycle boardwalk around Balgray reservoir. The straightening of a section of road releases land to develop the Dams to Darnley Visitor Facilities Project which will follow on post completion. The realignment project and associated visitor facilities involve lowering the water level in Balgray reservoir to facilitate the construction and operation of a new culvert under Aurs Road which will maintain a natural water level in the reservoir. Detailed design is complete, and we continue to work with Scottish Work to agree a partnership (Heads of Terms finalised and being considered by Executive Management within both organisations) that facilitates delivery of the culvert. A Planning Application is **pending** and tender documents in preparation. Revised programme following the Covid 19 impact has been approved by the Cabinet on 7/12/2021 resulting in changing the construction end date from March 2023 to August 2023 (+5 months). Construction start date remains unchanged.
- The Dams to Darnley Visitor Facilities development is interdependent on Aurs Road realignment and any slippages during the project development, tendering and construction periods. As noted previously, the drop in water level has adverse implications for the original location of the Wake Park facility (not City Deal funded) on the southern side of the reservoir. However, this can be addressed by relocating the venue to the northern side of the reservoir where there is deeper water. This new location will generate operational synergies with the nearby Visitor Centre and allied facilities funded through City Deal. Access to the Wake Park and Visitor Centre will be taken from Aurs Road, the upgrading of which is also being financed through City Deal. The reviewed project scope takes account of emerging opportunities and demand considerations and a phased approach will allow early provision of key facilities along with marketing to stimulate sustainable growth in visitor numbers to the park.

### 16.3. Canal and North Gateway Project (GCC) (Amber)

- 16.3.1. The £89m City Deal funded Canal and North Gateway Project seeks to regenerate an underutilised, neglected and disconnected area on the edge of the city centre to a vibrant new city neighbourhood, with new sustainable residential communities at Sighthill and Cowlares and a reinforced cultural community at Speirs Locks, complemented by a mixed-use commercial core at Port Dundas around the canal. This project includes a number of very different interventions across 11 sub-projects varying from site remediation and development, construction of new bridges, pedestrian and cycling infrastructures, street lighting, junction upgrading and drainage infrastructures. Details of the activity underway to deliver the follow-on investment as a result of the City Deal investment requires to be provided by GCC. GCC has advised that the information relating to housing completions delivered

by follow-on investment will be included in the Q4 2021/22 Report from GCC. A number of live construction contracts have been impacted by the Covid-19 across the 11 sub-projects.

- Sighthill Remediation Contract 1 is COMPLETE. Additional monitoring commenced in accordance with contract 1 terms. Contract 2 is to complete the remediation of 50ha of vacant or derelict land was underway when Covid-19 lock down occurred. The contractor has now returned to site (in accordance with Scottish Government guidance), however is working with reduced staffing capacity due to restrictions; this has impact upon the planned completion date of Dec 2020. Discussions continue to determine financial and programme implications due to Covid-19. Construction of roads, utilities and landscaping ongoing. Although project is currently on track to deliver scope as defined within approved FBC 2 status remains at AMBER to reflect the COVID 19 pandemic and continued uncertainty of potential further lockdown restrictions.
- The contractor for the Sighthill M8 Pedestrian Bridge project remains at AMBER to reflect the current COVID 19 pandemic. Contractor off site for mandatory site shut down in June 2020 with a further closure in summer 2021 due to a high number of sickness due to Covid-19. However, the contractor is now back on site and is progressing within Scottish Government Guidance and TS restrictions. Full impact on Scope yet to be determined, however good progress is being made. Successful placement of bridge on 31<sup>st</sup> July 2021. Construction of terrace walls and backfilling of bridge assembly are ongoing. Although the project has seen good progress the timelines have been pushed out due to Covid and COP 26, the team are assessing options and details will be presented when known. Expected completion of the bridge pushed out until March 22.
- Although construction works are effectively complete on the North Glasgow Integrated Water Management System (NGIWMS), the calibration of hydraulic model continues and remains key for the project. Scope remains at AMBER due to not knowing the impact on UAT. Full smart system test event still to be completed. Sighthill draining to canal was successfully launched during COP26.
- Cowlairs Bridge (over railway) and Port Dundas 100 Acre Hill remediation, roads and utilities infrastructure are complete. Timeline remains at AMBER. Cowlairs Bridge completed. Timeline for full grant milestones to be completed by 2023. Construction works as per the FBC complete, however meanwhile use as defined in the grant to fulfil benefit continues to be progressed.
- North Canal Bank Street and Speirs Locks Landscape Link The project is COMPLETE. Project has now reached practical completion with all road closures reinstated. Awaiting as built information to update benefits.
- Speirs Locks Garscube Toll and Links Project is COMPLETE. Awaiting as built information to update benefits.
- NGIWMS: Cowlairs Link Remains at AMBER. FBC submission has been affected by the Covid-19 Pandemic with Revision 9 dates projected for August 2022 (instead of May 2021, +15 months).

#### **16.4. Collegelands Calton Barras (Amber)**

16.4.1. The £27m City Deal funded Collegelands Calton Barras (CCB) Project has six sub-projects which focus on: improving accessibility and connections to the City Centre and beyond; remediating sites that have been derelict or vacant to attract development to the area; and build on existing regeneration activities to improve the quality of place. Details of the activity underway to deliver the follow-on investment as a result of the City Deal investment requires to be provided by GCC. A number of current live construction contracts have been impacted by Covid-19.

- Calton Barras Action Plan sub-project includes public realm works, junction improvements and a future Developer Deficit Grant Scheme. While Public Realm work is complete, Junction Improvement construction was suspended due to the Covid-19 pandemic as a non-essential construction site. The contractor returned to site early August 2020 and the project is now complete. Residual minor snagging has been identified for the contractor to undertake. Project has reached practical completion.
- Meat Market Site Remediation is now COMPLETE. Although scope within the FBC has been delivered it should be noted that unrecorded below ground obstructions were found at the end stages of the project which resulted in additional remediation and removal of contaminants. The remediation was within the boundaries of the project therefore not classed as a change in scope. Contractor has completed works.



- Improving Public Transport: High St Station – GCC confirmed by email sent on 21 January 2022 that FBC submission date delayed (current approved date is February 2022) as Transport Scotland (agreed delivery partner) and Network Rail (Delivery Agent) are finalising assessment prior to advising realistic dates for the project.
- Meat Market Roads and Infrastructure - GCC confirmed by email sent on 21 January 2022 that Home Group commencing Phase 1 works. Discussions ongoing with them to establish extent of City Deal investment required for Phase 2 infrastructure and linear park.
- Developer Deficit Grant Scheme - GCC confirmed by email sent on 21 January 2022 that additional funding being sought due to potential cost of Meat Market Shed revamp, further investigation commenced in relation to potential community asset transfer.

## 16.5. City Centre Enabling Infrastructure Integrated Public Realm (EIIPR) (Amber)

- 16.5.1. The £115m City Deal funded City Centre Enabling Infrastructure Integrated Public Realm (EIIPR) is a quality place-making project that will transform 17 key streets and adjacent areas (or “Avenues”) in Glasgow city centre through the introduction of an improved external environment that will rebalance traffic modes, introduce green and SMART infrastructure, and place “people” firmly at the heart of the project vision and design strategy. The EIIPR project will deliver over 112,000sq.m of new public realm, over 67,000sq.m of enhanced public realm, over 14,000m of new and enhanced cycle tracks, over 16,000m of new and enhanced walkways, and significant investment in blue/green infrastructure. Details of the activity underway to deliver the follow-on investment as a result of the City Deal investment requires to be provided by GCC. EIIPR consists of 18 sub-projects. Two sub-projects have been complete to the date. The EIIPR overall status remains at AMBER, to reflect the current impact and uncertainty from the Covid19 pandemic and challenges associated with issues with availability, security and cost of supplies (Issue Ref. S.14).
- Practical completion has been achieved on the Intelligent Street Lighting (ISL) sub-project and Sauchiehall Street Avenue Phase 1.
  - The Underline has been split in two phases: Phase 1 (Cambridge Street) will be part of the Argyle St West and Phase 2 (New City Road) will replace the current Underline project. ***FBC 3 - Argyle Street West and Underline Phase 1 (Cambridge Street): Public Realm Improvement Works was submitted to the City Region PMO for review and appraisal on the 10 December 2021. This FBC was subsequently withdrawn by GCC. A resubmission date is awaited.***
  - Sauchiehall Street Precinct tender has been published and procurement is underway. FBC is due for approval in March 2022 CEG. Construction is due to start in June 2022.
  - Holland Street / Pitt Street Stage 4 design is complete, and tender documents are being prepared. FBC is due for approval in August 2022. Construction is due to start in November 2022.
  - Kyle Street / North Hannover Street - stage 4 design is underway. FBC is due for approval in August 2022. Construction is due to start in November 2022.

Although projects are remaining committed to deliver scope, that will be fully defined within future FBCs.

## 16.6. Metropolitan Glasgow Strategic Drainage Partnership (Amber)

- 16.6.1. The £40.2m City Deal funded Metropolitan Glasgow Strategic Drainage Partnership (MGSDP) Project aims to address a lack of investment in the drainage infrastructure by either removing hydraulic constraints, reducing water entering the sewer system and therefore helping to create drainage capacity and reduce flood risk. Creating capacity in this way will allow new areas of development and regeneration to be brought forward and connect to the drainage system without increasing flood risk to the City. There are 11 drainage projects, including Camlachie Channel Improvement and nine Surface Water Management Plan (SWMP) interventions across the City. Details of the activity underway to deliver the follow-on investment as a result of the City Deal investment requires to be provided by GCC.
- Camlachie Burn, Cardowan SWMP, Hillington/Cardonald SWMP Phase 1: Mossheights and South East Glasgow SWMP full scope has been delivered as per the FBC. Residual minor snagging has been identified for the contractor to undertake.
  - Hillington /Cardonald SWMP Phase 2 - Queensland Gardens: While this FBC was approved under delegated authority during Q2 2021/22 (29th July 2021), the contractor declined to accept the Council’s offer of award for the Queensland Gardens construction contract as they discovered a pricing error in their tender which meant they would likely have incurred a financial loss if they had proceeded with the contract. This has resulted in the approved FBC being withdrawn. An updated

FBC will be submitted for appraisal in March 22. Timeline remains at AMBER to reflect the withdrawal and resubmission of FBC.

- Hillington/Cardonald SWMP Phase 3 – Penilee: Confirmation of additional Nature Scot funding secure but must be spent by March 2022. Tender was out with FBC submissions due by end of December. ***FBC has been approved by Director of Regional Economic Growth on 24 February 2022. The construction will commence in February 2022 and complete in October 2022.***
- Although the Garrowhill / Baillieston construction site was closed due to Covid-19, the contractor is currently on track to deliver scope as detailed in the FBC. However, impact on scope continues to be assessed. Early Braes Park - SUDS pond landscaping works is now completed, and steelworks completed associated with floodwall. Sandyhills Park – excavation works continuing. Excavation, headwall/outfall, culvert installation works at Sandyhills Park are continuing to be progressed. Awaiting Network Rail programme for undertrack works. Continued discussion with Network Rail regarding the liability for ground conditions. Garrowhill/Baillieston SWMP Scope remains at AMBER.
- Drumchapel SWMP Scope changed to GREEN. Works are substantially complete contractor is now in defects period.

## 16.7. Clyde Waterfront West End Innovation Quarter (Amber)

- 16.7.1. The £113.9m City Deal funded Clyde Waterfront West End Innovation Quarter Project aims to regenerate the Clyde waterfront as an attractive urban quarter that supports high value-added industries and maximises the economic potential of the University of Glasgow and the Queen Elizabeth University Hospital. There are eight sub-projects, each of which has further sub elements. Many of the most significant sub-elements are currently progressing with design stages and/or negotiating with key partners/stakeholders. Covid-19 related delays are having an impact on design and procurement across the Project.
- 16.7.2. In order to deliver the Govan-Partick Bridge sub-project, Glasgow City Council proposed to redirect budget between CWFWEIQ sub-projects. Officers have worked with Economists at Stantec to identify a budget re-allocation that facilitates the delivery of the Bridge while minimising impact on the economic outputs set out within the OBC. Following the approval of the CWFWEIQ Proposal for Programme Revision (Revision 9.0) approved by the Cabinet on 7/12/2021, 9 8 CWFWEIQ sub-projects have been deferred, namely:
  - Developing Economic Role of SEC/Pacific Quay - Expressway Bridge,
  - Developing Economic Role of SEC/Pacific Quay - Cessnock Pedestrian Link and
  - Developing Economic Role of SEC/Pacific Quay - Canting Basin Bridge
  - Developing Economic Role of Yorkhill Hospital Site
  - Access and Integrity of the Waterfront - The Briggait/Lancefield Quay,
  - Access and Integrity of the Waterfront - Yorkhill Quay,
  - Access and Integrity of the Waterfront SEC – Active Travel, and
  - Access and Integrity of the Waterfront - Govan Graving Docks
- The Access and Integrity of the Waterfront sub-project will see consolidation and adaptation of quay walls in order to unlock opportunity sites and improve connectivity to the city centre, improve public realm and place quality. Access and Integrity of the Waterfront sub-project includes:
  - Tradeston Bridge refurbishment including enhanced lighting functionality are COMPLETE (with residual snagging identified and instructed). Submission of further FBC addendum for remaining project budget TBC.
  - Windmillcroft Quay project remains committed to deliver the Scope (quay wall integrity and public realm works), that will be fully defined within future FBC. Its status remains Amber, to reflect the current impact and uncertainty from the Coronavirus pandemic and the possible prolongation of works going forward. Technical design is in final stages with external consultant, with legal/funding negotiations with residents (and their property factor - Speirs Gumley) progressing in tandem. Speirs Gumley are currently ingathering agreed financial contributions towards the works from each residential property. Tender production to commence in early 2022, with associated GCC City Administration Committee approval to be sought to confirm satisfaction to proceed to procurement. FBC submission anticipated to be approved at August 2022 CEG.
- The Developing the Economic Role of SEC / Pacific Quay includes:

- SEC-Finnieston Link (Grant Award) - construction of the pedestrian/cycle route. Timeline status remains Amber, to reflect the current impact and uncertainty from the Covid19 pandemic and the possible prolongation of works going forward. Timeline impact continues to be assessed. FBC submission anticipated to be approved at June 2022 CEG. GCC is currently in dialogue with SEC regarding their design options. Grant Award to SEC, therefore GCC would only be monitoring construction phase status, not managing the works.
- The Developing the Economic Role of Glasgow University includes:
  - Byres Road Public Realm Improvement - GCC is reporting slippage with the Public Realm works owing to reduced ability to complete design and tender the works, due to the Covid-19 pandemic, with an expected knock-on to the timelines for the FBC, originally planned for February 2021 now anticipated to be approved at April 2022 CEG. Timeline status remains Amber. Works are currently at design / tender production stage, with formal TRO process progressing in tandem. Phasing of construction may be required to accommodate the entirety of the works; this may require a subsequent FBC addendum for a second phase of construction.
  - Following the approval of the CWFWEIQ Proposal for Programme Revision (Revision 9.0) by the Cabinet on 7/12/2021 (CCR 210916\_GCC\_CH039, MA Ref GCC/CNN/WFWEOQ/011):
    - THE SUB- PROJECTS Developing the Economic Role of QEUH and Adjacencies – Access Improvements Project AND Improving Connectivity between Glasgow University and QEUH - Active Travel Route (South) Project WERE merged under the name of GRID - Clyde Waterfront Innovation Campus: Access and Connectivity Grant Award.
    - THE SUB- PROJECTS Developing the Economic Role of QEUH and Adjacencies - Development Deficit Funding 1 AND Developing the Economic Role of QEUH and Adjacencies– Development Deficit Funding 3 Project WERE merged under the name OF GRID - Clyde Waterfront Innovation Campus: Site Remediation and Servicing Grant Award.
- The Central Govan Action Plan Project includes:
  - The Govan Public Realm improvements within Central Govan adjacent to key heritage assets such as Govan Old, the Pearce Institute and Govan War Memorial and including links to South Bank pedestrian and cycle route is complete.
  - CGAP Development Deficit Funding – Commercial Floor Space 2 (Grant Award): Although project remains committed to deliver scope as defined within FBC (conversion of vacant lower ground floor of Govan Old Parish Church), status remains Amber, to reflect the forced cessation of non-essential construction works earlier in 2020, due to the Covid19 pandemic and the associated uncertainty regarding prolongation of works going forward. Timeline impact continues to be assessed. Grant award to Govan Heritage Trust, therefore GCC are only monitoring construction phase status, not managing the works.
  - Water Row Grant Award - CGAP Project DDF 1 has been combined with Developing the Economic Role of QEUH and Adjacencies - DDF 2 under the name Water Row Grant Award. The FBC was submitted to GCR PMO review in December 2021 and received approval via Delegated Authority on 12 January 2022. Grant Award to Govan Housing Association, therefore GCC would only be monitoring construction phase status, not managing the works. Status remains Amber. FBC was approved and will expect to move to Green in next cycle.
- The Improving Connectivity between Glasgow University and QEUH sub-project includes:
  - The creation of an Active Travel Route (North Route) from Partick to the University campus, which was initially impacted by a shortage of material due to the Covid-19 lockdown in Southern China in early 2020 followed by delay to site commencement with the UK lockdown. Public Realm for Active Travel Route (North) works substantially completed, with residual remedial works instructed (post COP26). Contractor required to undertake some outstanding works and agreed interface with works being undertaken by Scottish Power. Status held at amber until fully resolved.
  - Construction of a new Govan and Partick Bridge pedestrian/cycle crossing, improving connectivity between Glasgow University and the QEUH. FBC approved by GCR Cabinet and contract awarded by GCC in December 2021. FBC approval with significantly higher than anticipated costs, required the agreed deferral of eight CWWEIQ Sub-Projects, due



to overall budget constraints. Status remains Amber, to reflect the current impact and uncertainty from the Covid19 pandemic. Pre-start discussions underway; site access date is 10 January 2022. Timeline impact continues to be assessed.

#### 16.8. Inchgreen Project (IC) (Green)

- 16.8.1. The £9.4m City Deal funded Inchgreen Project is a regeneration project providing utilities and works at the Inchgreen deep-water quay and the surrounding industrial land. The 10.77 ha site is bordered by the River Clyde in the north; the A8 trunk road in the south which links to the M8, Glasgow Airport and Scotland's motorway network; James Watt Dock in the west; and the Inchgreen Drydock in the east. The Strategic Business Case sets out plans to deliver a site for multiple users with an emphasis on marine engineering or marine related activities. Peel Ports and the Council have entered into a Joint Venture and positive discussions continue with three potential end users for the project. The Outline Business Case was agreed by Cabinet on the 1st June 2021. In terms of project progress, work is continuing on the tender and required approvals with the aim of gaining approval of the FBC **by the end of 2021/22**. Discussions are ongoing with three potential end users. **Inchgreen FBC has been submitted to Glasgow City Region for approval.**

#### 16.9. Ocean Terminal (IC) (Amber)

- 16.9.1. The £14.1m City Deal funded Ocean Terminal Project aims to provide a new Cruise Line Terminal including a berthing facility, state of the art visitor centre, gallery and restaurant to boost the number of cruise ship passengers welcomed to Scotland through the facility operated by Peel Ports. It is estimated that over 150,000 passengers could pass through Greenock Ocean Terminal delivering £26 million in annual visitor and crew spend to the Scottish economy. All legal agreements have been revised simply to reflect the revised longstop dates. In terms of progress, the marine works are now complete, and subject to minor snagging. The certificate of practical completion was issued in September 2020. A large vessel has tested the infrastructure associated with the floating pontoon ready for cruise vessels to dock. Following the successful test and the recent easing of Covid-19 restrictions the Greenock Ocean Terminal has received several cruise ships **with many more booked for coming weeks**. Since the previous contractor for the terminal building entered administration, the Council has considered the impact of COVID-19 on this project. The host Committee remain supportive of the project and a land-based work has commenced and the project can be contained within the existing cost plan. COVID -19 has had a significant effect on the number of passengers visiting the Metropolitan City Region however, given the number of boats booked to visit Greenock in 2021 was 105 boats, which is well ahead of our anticipated Programme, the authority remains confident that the overall number of cruise passengers will be achievable. **As noted in the previous reporting period, the construction of the new terminal building experienced delay in the groundworks phase due to difficult ground conditions and although this has now been resolved the Contractor is currently projecting completion in early September. The site works are now progressing well with steel frame, floor slabs and external drainage complete. Curtain walling and glazing works are progressing well. Following a meeting with representatives from Buzzworks, Peel Ports and the George Wyllie Foundation it has been agreed for the building to be named Greenock Ocean Terminal.**

#### 16.10. Inverkip Project (IC) (Amber)

- 16.10.1. The £3.3m City Deal funded Inverkip Project involves upgrading of key transport network capacity on the A78 at three locations in and around Inverkip, the development of a new commercial and residential district and the regeneration of vacant and derelict land. The impact of COVID-19 has been considered by both the Council and Scottish Power and both remain supportive of the project, revised Heads of Terms have been developed with a view to IC delivering the Main Street Inverkip junction with Transport Scotland direct and Scottish Power delivering the Brueacre junction. The project will be submitted in two elements focused on a) Main Street and b) Brueacre. COVID-19 has had a significant impact on this project and Change control sheet will provide updates on project milestones within the next reporting period. Iberdrola have now committed to the project to tender stage, consultants have been engaged to refresh the roads design and the planning permission in principal, however these are progressing slower than anticipated. Design issues have now been resolved which include a signalised junction at Main Street and Harbourside, and a signalised roundabout adjacent to Brueacre. Discussions continue with Scottish Power on the strategy for procurement. Planning Permission in Principle was approved for the Inverkip site. **Meetings continue with regards to the procurement strategy and moving towards Heads of Terms being concluded.**

## **16.11. A8/M8 Corridor Access Improvement Project (NLC) (Green)**

16.11.1. The £6.6m City Deal funded A8/M8 Corridor Access Improvements Project will deliver a new junction to link the A8 to strategic employment sites at Mossend and Carnbroe, (Orchard Farm Roundabout) and a park and ride/share (Eurocentral: Park & Ride/Share) at a location off the M8/A8. Both project components aim to enhance connectivity and improve employment and business access to key strategic employment sites from Newhouse to Bargeddie.

- In terms of progress, the scope of the Eurocentral Park and Ride (EPR) is being reviewed to examine the potential for the current scheme to be expanded from a park and ride to a low carbon hub. A part one (STAG aligned) feasibility study has concluded examining Eurocentral and the specific site for a low carbon hub, taking account of the future of travel (including the impact of Covid-19). It should be noted that Part 1 was paused to take account of the outcome of the TS Management Motorways study which been further delayed. Part 1 has recommended that considering the initial transport modelling, the impact of the pandemic, the future uncertainty of traffic patterns and outstanding strategic transport initiatives/studies that the project should be deferred until further into the City Deal programme. The Study identifies that the need for the project and its respective scope could be impacted by a number of other factors affecting transport in the area, including the outcomes of other ongoing studies (e.g. Transport Scotland Managed Motorways), policies and strategies (e.g. Glasgow City Centre Transformation Plan and Glasgow Transport Strategy), GCR Metro Proposals and future local development planning decisions. When appropriate, Part 2 will follow reporting on demand analysis (considering Covid-19), options, high level costs and the feasibility of Eurocentral and the specific site. Subject to the outcome of Part 2, NLC would bring forward a proposal to expand the existing scope to the PMO/CE/Cabinet through a change control and would evidence funding sources and potential benefits. If approved, an OBC would be developed for consideration and approval.
- Substantial Progress has been made with regard to the Orchard Farm Roundabout, with OBC preparation underway. It is however proposed to move the submission for approval of the OBC from February 2022 to June 2022 – Change Control No. 211207\_NLC\_CH0032 (MA Ref A8/M8 OF CC 3). The short delay to the OBC submission has no overall impact on the programme. This project comprises a contribution to the construction of the junction/roundabout by the developer through a funding agreement which will set out the milestones for the delivery of the Mossend International Railfreight Park (MIRP) and conditions of funding. The City Deal element of the project provides a £2m funding contribution to the construction of the junction/roundabout only. A £8-10m funding gap has been identified for the overall MIRP infrastructure and further discussions are required with the developer and Scottish Enterprise (SE) to understand how this can be addressed. A steering group has been established with P.D Stirling, NLC and Scottish Enterprise to share information, to examine the case for intervention and to address the funding gap around the wider infrastructure for MIRP and prepare the OBC. The junction/roundabout has secured planning approval and the developer is preparing detailed work packages, programme and costings. The milestones for Orchard Farm roundabout sub project continue to presume that reasonable engagement and agreement is made with the Developer.

## **16.12. Gartcosh/Glenboig Community Growth Area Project (NLC) (Complete)**

16.12.1. The £6.2m City Deal funded Gartcosh/Glenboig Community Growth Area Project involved the construction of a new link road from Glenboig to Gartcosh Business Park and the upgrade of existing road infrastructure, to provide a link road of local distributor road standard between Glenboig and Junction 2A of the M73 Motorway. Ecological monitoring of mitigation measures (5 years monitoring) for the new link road continues and the wider benefits of the investment monitored and reported accordingly in line with the benefit realisation plan.

## **16.13. Pan Lanarkshire Orbital Transport Corridor Project (NLC) (Green)**

16.13.1. The £215.7m City Deal and NLC funded Pan Lanarkshire Orbital Transport Corridor Project focuses on improving orbital and Pan-Lanarkshire connections across the City Region with the aim of realising opportunities for commercial and housing development at the Ravenscraig site. Project consists of 3 components:

- The Ravenscraig Infrastructure Access (RIA) seeks to improve access from: the M74 into Ravenscraig with a new dual carriageway and new road crossing of the West Coast Main Line railway; and from Ravenscraig to the M8 through 3.4km of dualling of the existing A723/B799

from Merry Street / New Craig Road roundabout and a new footbridge at Legbrannock. The RIA OBC was approved by Committee on 27th August and GCRC D Cabinet on 6th October 2020 **and the FBC for the WCML Crossing was approved on 3 February 2022**. In terms of progress, the planning application for the new dual carriageway road from Ravenscraig to Motherwell incorporating the WCML crossing has been approved (in September 2021). **Committee approval has been secured to enter into an Implementation Agreement with Network Rail for the delivery of the WCML Crossing infrastructure**. Enabling works will commence in Spring 2022. All parties are continuing to work towards the planned track closure in early 2023 with offline works to pre-fabricate the bridge structure commencing 9 months prior. At end of Q3 the project is progressing to programme.

The Council approved making of CPO for RIA South for new dual carriageway from Ravenscraig to Motherwell. Preparation of planning application for dualling of Airbles Road is ongoing (as Permitted Development). Market testing was undertaken, including PIN, to aid development of procurement strategy for RIA South. In terms of RIA North, capacity check undertaken for project and contract management services. NLC will submit CPO for RIA South for new dual carriageway from Ravenscraig to Motherwell to Transport Scotland for technical appraisal, commence procurement of project and contract management services for RIA North, confirm procurement strategy for new dual carriageway from Ravenscraig to Motherwell, submit planning application for dualling of Airbles Road (as Permitted Development), and continue land assembly.

- The East Airdrie Link Road seeks to provide a new and more direct north-south route between Cumbernauld and the M8, forming the northern half of the Orbital Transport Corridor. On 29 January 2021, the Cabinet Secretary for Health and Sport approved that the new state of the art digital University Hospital Monklands would be located at Wester Moffat, east of Airdrie. It was the intention of the Monkland Replacement Hospital (MRP) team that an OBC is submitted to the Scottish Government later in 2021. A change control (EALR CC 2) has been submitted to revise future milestones. The OBC will be submitted Q4 (March) 22/23 and the FBC submitted Q3 (November) 24/25. This has had an impact on the commencement of the construction works which is now anticipated to take place in Q4 (March) 24/25 and completing in March 2027 (Q4 26/27). Stage 2 stakeholder engagement is now complete. Collation and review of Stage 2 feedback is completed. Finalisation of Stage 2 report is progressing. Liaison continues with NHS Lanarkshire over the alignment of the EALR in relation to the proposed Monklands Replacement Hospital within their preferred site at Wester Moffat. Land access agreements for ground investigation works progressed. Ground Investigation tender has been awarded for Revision of Ground Investigation scope and has commenced covering realigned route within Wester Moffat site and Ecology surveys undertaken. Next quarter will focus on: procurement of professional services commission for Stage 3 onwards (based on preferred route); continue ongoing liaison with NHS Lanarkshire; continue development of MOU for partnership working with NHS Lanarkshire; procure Topographical survey of preferred route; provide public update of Stage 2 to include SEA information and seek feedback and; commence engagement with landowners (following their Stage 2 feedback).
- Motherwell Town Centre Interchange Project seeks to upgrade and reconfigure the infrastructure around Motherwell train station to improve access and better facilitate intermodal passenger transport. The design has been developed in consultation with ScotRail, who are upgrading Motherwell Station, to ensure an integrated design and delivery programme. This forms part of the wider Motherwell Station Redevelopment project and with which our City Deal project is interdependent. Phase 3 of the station works is underway and progressing well. Muir Street FBC has obtained approval and secured committee approval to appoint the recommended contractor (Balfour Beatty) for Muir Street. **Work commenced on 10 January 2022 and are progressing well. It is anticipated that the works will be completed by June 2022.**

#### 16.14. Clyde Waterfront and Renfrew Riverside Project (RC) (Green)

- 16.14.1. The £90.6m City Deal funded Clyde Waterfront and Renfrew Riverside (CWRR) Project consists of a new “opening bridge” in the location of Meadowside Street, Renfrew linked to a new road network which links to Dock Street in the north and the new Renfrew North Development Road (RNDR), to the south. The RNDR will run between Meadowside Street, and Argyll Avenue Renfrew to link with Inchinnan Road. The roads and bridge will include provision for walking and cycling and will enable improved public transport links. **Early site works (tree clearance, updated habitat and invasive species surveys) commenced 31<sup>st</sup> January. Detailed design work for the project is underway as is liaison with key stakeholders including Peel Ports and Glasgow Airport. Some design adjustments are being explored to generate financial and / or programme savings relevant**

**stakeholders are being included in this process. Proposals for discharging PPC licence at Lobnitz tabled with SEPA, their review is expected end February.** As previously reported a consultant was appointed to explore the opportunity to dispose of dredged material offshore or within Lobnitz Dock, have engaged with Marine Scotland (MS) to explore options for cost savings on project. A licence has now been approved by Marine Scotland for offshore disposal of arisings. A Change Control (CWRR-CR006) **with a revised completion date of May 2024 has been approved by CEG.**

**16.15. Glasgow Airport Investment Area Project (RC) (Green)**

The £39.0m City Deal funded Glasgow Airport Investment Area (GAIA) Project includes realignment of a section of Abbotsinch Road between a point north of Arran Avenue and the existing A8 Inchinnan Road to the west of the existing Bascule Bridge. The project also includes a new vehicular bridge across the White Cart linking the industrial and commercial sites with the realigned Abbotsinch Road and new cycle and pedestrian links between Paisley and Renfrew Town Centres, Inchinnan Business Park, AMIDS and the complementary CWRR project. Progress continues to be made on site which includes works on the new 'Wright St Bridge', **surfacing of the deck is complete and works to complete the bridge include lighting columns and peripheral works.** The Black Cart Cycleway Bridge is **very near complete. The deck surfacing is complete and construction of the new footways/cycleways and associated road crossings close to being finished. Snagging to be undertaken along with defects.** Carriageway and footpath surfacing works are complete on the existing Abbotsinch Road and main realignment. **Lighting column works are complete on existing and realigned Abbotsinch Road. Service diversions are now majorly complete along the new realigned road and the existing Abbotsinch Road. A Change Control (GAIA-CR006) has been drafted and included within the interim report for consideration by CEG.**

**16.16. Cathkin Relief Road (SLC) (Green)**

The £16m City Deal funded Cathkin Relief Road Project has delivered a new 7.3m wide carriageway between the junctions of Cathkin Bypass/Burnside Road and Fernhill Road/Croftfoot Road/Blairbeth Road with a 2m wide footway on the south side and a 3m wide combined cycleway/footway on the north side of the carriageway, with the cycleway tied into existing cycle routes in the area. Wider infrastructure improvements to lock in the benefits of the main scheme were scheduled for completion in 2019/20, however these works were not concluded due to Covid-19. Remaining complementary works have now been completed. The publishing of the Noise Assessment Report which would identify properties eligible for noise insulation and trigger the next steps in the Land Compensation (Scotland) Act Part 2 legal process was suspended due to Covid19. Noise Assessment Report now published and next steps are underway including assessment of costs. Overall outturn remains £16.0m and to date SLC has spent around £14.73m leaving circa £1.27m for remaining noise insulation / compensation claim / monitoring etc. Remaining matters are related to Part 1 and Part 2 claims. Property inspections and offers have been made to 29 eligible properties for the Part 2 claims and Part 1 claims also continue to be progressed / settled. **Part 1 claims had a total of 148 claims. To date 49 claims have been, or are being, negotiated/paid. The settling of all Part 1 and Part 2 claims is expected to be around the £1.000m. While progress is being made, completion of the financials agreement / transactions is slow, and it is necessary to revise the expected outturn for 2021/22 with funding slipping into 2022/23.**

**16.17. Greenhills Road Project (SLC) (Amber)**

- 16.17.1. The £29.3m City Deal funded Greenhills Road Project involves the widening to dual carriageway of the existing A726 from Calderglen Country Park to the Torrance Roundabout and of Greenhills Road from the Torrance Roundabout westwards to the access to the Langlands development. The works involve the realignment of existing roads, new and upgraded junctions, new walking and cycling infrastructures and new street lighting, with opportunities taken, if possible, to lock in benefits of the scheme to the wider area. It also includes the introduction of bus infrastructure measures at key locations along the route length, and the improvement of existing junctions along the route length. In addition, the scheme will also support the provision of enhanced active travel infrastructure. The current programme has a planned substantial completion of December 2021 but material supply, Covid-19 and logistics contributing to these significant delays. Significant Covid-19 related costs are under discussion and we continue to work with Wills Bros to better understand and minimise these direct and indirect costs. Project outturn scenarios are being discussed. The financial situation is



being assessed. Risks will remain on this project as the industry responds to Covid-19 and international supply chain issues. Significant issues over availability of materials and public utility co-ordination remain in addition to the 'normal' risks associated with a project of this nature. The project was on schedule for substantial completion during summer 2020. Further delays to programme have led to a new planned completion (not accepted) of **March 2022**, but contractual completion remains mid-May 2021. **Landscape works will take place in April 2022.**

#### 16.18. **Stewartfield Way / East Kilbride Sustainable Transport Capacity Enhancements Project (SLC) (Amber)**

16.18.1. The £62.2m City Deal funded Stewartfield Way Project is designed to enhance the transport network and free up capacity to allow economic development at associated sites in the area. The scope of the project is focussed between the junction with the A726, Glasgow Southern Orbital, to the junction with the A725 trunk road, east of Whirlies Roundabout. The project has undergone further development taking into account: review of project costs, Green Book compliance, National Transport Strategy, consideration of community consultation and emerging climate emergency issues. The project comprises the following key elements: (1) dedicated / segregated cycleway / walkway along the full length of Stewartfield Way linking into key business, facilities and attractions along the route, (2) accelerated East Kilbride Active Travel Plan, (3) proposals to relieve and manage existing traffic congestion at the Philipshill end of Stewartfield Way (4) enhanced bus infrastructure, including lay-bys, shelters, raised kerbs and real time information along the Stewartfield Way corridor, (5) facilities for low-carbon transport via the provision of Electric Vehicle Charging Infrastructure (6) proposals to relieve and manage existing traffic congestion around the Kingsgate / Mavor Avenue corridor and provide increased capacity to cater for future growth and (7) Reduce the proposed dualling to only the section between the James Hamilton Heritage Loch junction (at the eastern end of Stewartfield Crescent) eastwards to the Kingsgate/ roundabout and retain the proposal to widen the existing dual carriageway between Kingsgate and Mavor Avenue roundabouts. The augmented / review SBC was considered and approved by CEG on 19 May 2021 and Cabinet 1 June 2021. No significant Covid19 delays been encountered in terms of progress on this project to date, however programme timescales may require to be extended to allow greater time to fully consider the impacts of changing / evolving Covid19 related travel demands and potential phased delivery of elements. **Additional traffic counts were undertaken in November 2021 and these have now informed the option appraisals associated with junction design at Kingsgate and Mavor Avenue. Engagement with the owners of Kingsgate Retail Park has commenced. The strategy associated with planning approvals and associated consultation is also being developed.** The milestones have been updated as follows: Completion / Approval of augmented SBC Spring 2021, completion / approval of OBC around **Autumn/Winter 2022/23**. Detailed project development work between Summer 2021 to 2024, Planning consents / other approvals between Spring 2022 to 2024, Completion / approval of FBCs between **Spring 2023** to 2024, Phased Procurement between **Winter 2022** to Winter 2025, Phased Construction between **2023** to 2025 but likely to end in 2026, Project Monitoring ongoing to 2035. These dates are under constant review. The phased delivery programme is being considered with work now underway in relation to traffic modelling, revised junction layouts, early action elements (EV / Active Travel) and preparation of the OBC.

#### 16.19. **Community Growth Areas (SLC) (Green)**

16.19.1. The £60.3m City Deal funded Community Growth Areas (CGAs) are located in Newton, East Kilbride, Hamilton and Larkhall. The CGAs represent strategic housing land releases in South Lanarkshire that could accommodate up to 7000 units. The projects aim to deliver new education/ community facilities, road improvements, junctions, park and ride facilities and sustainable transport routes (walking and cycling). Covid-19 restrictions have impacted upon a number of CGA subprojects.

- o Hamilton CGA. Three sub project elements have now been completed on time, to budget and are fully operational, delivering economic benefits.
  - Highstonehall Road Upgrade Works has provided access to the CGA and supporting the development of **213 new private houses and 48 social houses for rent** to date within the western edge of Hamilton which are now being populated. The project was completed on time and to budget and is currently fully operational providing access to an area of the CGA to encourage earlier development.
  - The Strathaven Rd/ Woodfoot Rd Transport Corridor sub-project is currently fully operational providing access is providing access for an estimated 362 new housing units to date within the CGA to transport hubs in the centre of Hamilton and links to Glasgow and beyond.

- The Woodhead Primary School Extension sub-project is providing local education facilities within walking distance of the CGA. The project is fully complete and operational. It is estimated that the school will help to secure 340 new houses over the lifetime of the project with housing completion numbers already ahead of schedule.
- Larkhall CGA.
  - The Lanark Road M74 Signalisation sub project has seen the commission for the design of the revised junction and design checks on the existing overbridge have been completed and the contract awarded. Engagement with Transport Scotland continues, and a Memorandum of Understanding with TS requires to be agreed prior to tender issue. The survey works on bridge regarding the capacity for expansion and greater traffic concentration has now been completed and it is anticipated that a tender will be issued and returned **in April 2022**. All detailed design and planning works continue. Covid issues delayed some of the investigation works but these have now been completed. A new change control was approved to delay FBC approval till March 2022 and construction completion in till October 2022. **A further change control will be submitted to reflect the slippage in the tender issue date.**
  - The Glengowan Primary School Extension project FBC was approved in August 2021. The project construction contract has been awarded and the contractor (Galiford Try) commenced work at the site in October 2021 with completion anticipated to be in **July 2022**. On site delivery phase and progress and community benefit delivery will be reported on a quarterly basis through PSR's.
  - The Larkhall Nursery Extension Change Control Request (210623\_SLC\_CH0016, MA ref no.: CGA-L-GGE-CCN03) approved by the CEG on 29/07/2021. The community benefits being realised from this project will be reported in the Glengowan PS Extension PSR.
- Newton CGA. The combination of the four Newton CGA interventions; Westburn Roundabout, Newton Farm Primary School, Sustainable Transport and Newton Park & Ride is reducing risk and providing greater confidence in an investment return for housing developers, enabling development within 14 years compared to the 22-year timeline in the absence of intervention.
  - Newton Farm Primary School was completed on time and within budget providing a key selling point for the new housing development. Demand for school places has been greater than anticipated with its popularity attracting families with children to the CGA and supporting the faster than planned development of the housing delivery. The school has been a popular choice for families particularly with the nursery and community wing all in one location. An extension to increase the number of classrooms has been tendered. This additional development is needed to support the high number of placements and house purchases by families with children at primary age due to the attractiveness of the school to house buyers.
  - Newton Park and Ride Phase 2 was completed on budget and was running at an average of over 90% occupancy prior to lockdown. The project was completed in 2017 and has proved so popular with residents out with Newton CGA.
  - Following some delays due to poor utility provider performance, the Westburn Roundabout project was completed and opened at the end Jan 2019, enabling housing developers to deliver the full site capacity of 1,500 units, as opposed to the planning maximum of 1,212 without this enhancement. The cost overruns associated with utilities are significantly higher than estimated and steps are being taken to recover these from SPEN.
- East Kilbride CGA. The Jackton Primary School involves the creation of a new 18 classroom school with associated accommodation including a synthetic pitch and separate toilet block. The developer started work at EK late 2019 on putting in infrastructure with the intention of having houses ready for occupation in late 2020. This was delayed due to Covid-19; however, work is underway on infrastructure provision and homes are now being completed on site. Acceptance of the initial tender return in April 2020 was unviable in the Covid-19 lockdown climate. Delivery of project impacted by delays incurred by developer consortium who are providing site infrastructure including road and utilities connections to the new school site. The FBC for Jackton PS was **approved at CEG on 3 February and the associated change control request approved at Cabinet on 15 February. The construction contract has been let.** School opening now estimated to be August 2023 (12-month delay).

## 16.20. Exxon Site Development Project (WDC) (Amber)

The £27.9m City Deal funded Exxon Site Development Project will see completion of extensive enabling works at the former oil terminal at Bowling to support the development of the area for commercial and industrial use with works including: 1.95km of new spine road with associated drainage and lighting infrastructure; 1.32km of upgraded existing public road (A814); a new junction on the A82 at Dumbuck with closure of the existing junction; a remodelled junction on the A82 at Dunglass; an enhanced routing of 475m of the National Cycle Network Route 7 in the vicinity of the site; a new underpass of the Glasgow-Dumbarton Railway at the western access to the site; a remodelled railway overbridge at the eastern access to the site; 2ha of public realm created and a further 27ha of public realm enhanced; flood mitigation works; environmental mitigation works (but not remediation); site drainage works; and establishment of platforms for development across the site. Collectively these improvements are expected to result in 25ha of land with reduced flood risk and 19ha of vacant and derelict land brought back into use. The project will also deliver 25,500sqm of storage/distribution floorspace, 9,900sqm of industrial floorspace, and 7,860sqm of business floorspace. The project remains on programme to be completed by 2025 despite some variance in the dates as set out in the SBC. The changes in dates are as a result of the protracted negotiations with Exxon in reaching commercial terms for the exchange of the site. This was largely driven by the demands of reaching a suitable environmental remediation strategy between Exxon and the regulator for this former industrial site. Missives have been exchanged between Exxon and West Dunbartonshire Council for the proposed development site which will come into full ownership of West Dunbartonshire Council upon the completion of Exxon's land remediation works. This is a major milestone for the project and allows greater certainty on program going forward. Exxon and their chosen contractor DEC have now (Q1 21/22) begun their ground remediation works on site which will continue to Q3 23/24. It has been requested in October 2021 via change notice to push back submission of the FBC to November 2022 to allow sufficient time for the detailed design to take place. It was advised at that time that construction works will be adjusted and programmed to commence in **December 2023** once Exxon have completed the remediation of the contaminated land **in the central and western fields**. The Planning Permission in Principle application for the Exxon project was approved at the Planning Committee on 13 January 2021 and a number of the planning conditions are being progressed with our consultant advisors. The condition attached to Dunglass Castle has been progressed with the condition survey **completed and vegetation cleared** around the castle, house and Henry Bell Obelisk. A detailed condition survey has been received indicating high to low priorities of works required for the castle, house and Henry Bell Obelisk. A briefing document has been produced and agreed with our chosen **Design and Build** contractor Balfour Beatty and appointment **took** place on 25 November 2021 to allow the detailed design works to commence and the full construction program to be developed. Asset Management are continuing to progress the transfer of the land required to deliver the project works by agreement with a number of third-party landowners. Agreements in principle have been reached with third party landowners for access but this requires confirmation of the detailed design to be annexed to any written agreement. Land acquisition discussions are ongoing with third party landowners, various offers have been made on the current value by WDC agents and are progressing to take these indicative offers to Committee for approval.

## 16.21. Airport Access Project/Metro (Amber)

- 16.21.1. The Glasgow Airport Access Project was one of the two Regional Projects of the Glasgow City Region City Deal (GCRCD), but a decision was taken by the Cabinet to pause this and undertake a Metro Feasibility Study (MFS) for a comprehensive transport solution which could galvanise support for improved inter and intra-regional connectivity. Metro will be targeted at improving connectivity whilst contributing to the City Region's ambitions to improve the health and wellbeing of its people by delivering an inclusive, net zero and climate resilient economy.
- 16.21.2. The multi-disciplinary team, led by Glasgow City Council, has been working closely with key stakeholders to reflect on and develop a common definition/aspiration is for the Metro and what it can deliver for the City Region. To date the MFS project team has been supported by benefit in kind contributions from GCC, NHS and Glasgow Airport. Monthly budget updates with the GCC City Deal Finance Manager take place.
- 16.21.3. The Feasibility Study approach has been to adopt from a fresh perspective the imperatives for a shared understanding of key regional and national strategies, to consider a Metro infrastructure investment first and foremost. This can act as the catalyst for environmental, sustainable and economic benefits, greater social inclusion and equality that an integrated transport solution can deliver. A Glasgow Metro provides an opportunity to offer a step change in life chances for

communities stymied by the greatest inequality challenges caused by unaffordable, unreliable and poorly connected local public transport. Metro will be targeted at improving connectivity and accessibility whilst contributing to the City Region's ambitions to improve the health and wellbeing of its people by delivering an inclusive, net zero and climate resilient economy.

- 16.21.4. The Metro Feasibility Study has from the outset sought to avoid duplication or developing 'new' objectives - instead endeavouring to ensure alignment with those currently in development and ensuring consistency with national, regional and local plans. A strong collaborative approach has been developed to share and adopt evidence-based analysis, research and scenario modelling as well as agreeing the impact assumptions of behaviour change and technology arising from the immediate pandemic recovery plans. Consequently, the Metro Feasibility Study focused on four key areas: an Economic Narrative, a Transport Governance and Operating Model Options, a Metro Guiding Principles document and a Land Value Capture Pilot Assessment.
- 16.21.5. Draft reports on the Economic Narrative and Transport Governance and Operator Model Options have been prepared by Jacobs, with stakeholder engagement ongoing to support the final reports. Engagement with regional partners and the Metro Strategic Advisory Group supported the Steer Group to develop a Guiding Principles document on the ambitions and objectives for the Glasgow Metro.
- 16.21.6. The Metro Feasibility Study has throughout the process worked closely with Transport Scotland to reflect on and develop a common definition and aspiration for the Metro and what it can deliver for the City Region. The study continues to engage across the many evolving strategies, interventions and policies that are being developed, including the Bus Partnership Fund, the fourth National Planning Framework, Clyde Mission, Climate Change Plan Update, and modal shift targets. Collaborative work continues to align these programmes to the future ambitions of a Metro Network and transformation opportunities for the City Region.
- 16.21.7. As an example, the recent consultation publication of the draft fourth National Planning Framework sets out a vision for how places will change in the future and how the approach to planning and development will help achieve Scotland's net zero and sustainability ambitions, with Glasgow Metro amongst the proposed national developments. In addition, opportunities continue to be explored as to how the Glasgow Bus Partnership's work around strategic corridor can act as a pre-Glasgow Metro intervention to support and evidence the incremental benefits needed for the wider ambition and benefits of Metro.
- 16.21.8. The level of engagement work across all key stakeholders, including SPT, the Metro Strategic Advisory Group and its individual members, the Transport & Connectivity Portfolio Group, continues to help inform the outputs of both the Metro Feasibility Study and the Glasgow Metro Strategic Business Case from Transport Scotland. Additionally, the MFS continues to engage across the many evolving strategies, interventions and policies that are being developed, including the Bus Partnership Fund, National Planning Framework 4, Clyde Mission, Climate Change and modal shift targets. Collaborative work will continue by the MFS to align these programmes to the future ambitions of a Metro Network and transformation opportunities for the City Region.
- 16.21.9. Additionally, the MFS has undertaken a number of specific reviews to augment the SBC process to provide a combined and composite set of outputs which together help inform the assessment and priorities for transport planning investments for the next 20 years. The MFS appointed Steer Group as the MFS transport specialist and support definitions of any additional specific consultancy commissions. They also supported the development of guiding principles for the ambition and objectives of a Glasgow Metro and how a Metro+ concept can be developed for the Outline Business Case stage. Jacobs UK Ltd supported two accelerated work packages around the development of an economic narrative, and the options for transport governance/operator model; whilst E-Rail Ltd undertook a third accelerated work package on an early stage evaluation study into land value capture. All work packages have been completed by Steer and Jacobs and E-Rail. Invoices have been submitted for the totality of their work and are in the process of being paid via accounts payable (this includes the £160k secured from the Regional Recovery Fund).
- 16.21.10. The development of the Local, Regional and National Transport Strategies continue to progress to evolving timelines.
- 16.21.11. The final Metro Feasibility Study reports will form a suite of composite work providing expert assessment and investigation to compliment the detailed STAG based work that has been undertaken by Transport Scotland on the Glasgow Metro as part of the STPR2 Process. The output aims to provide a clear articulation of the Metro vision focussed on a sustainable transport model for a new tier of public transport, delivering an integrated low carbon transport network, encouraging a



move away from private car travel, enhanced accessibility to jobs, education and health services whilst stimulating inward investment across the region.

- 16.21.12. A Glasgow City Region Greenprint for Investment prospectus was launched in September which included a case study reference for the MFS. Work continues with Transport Scotland to prepare the composite outputs by the end of 2021 and support any inclusion of any recommendations within the STPR2 outputs due in early 2022.
- 16.21.13. The initial focus of developing proposals for the Metro Network is to ensure the Region's ambition of an integrated transport offer, through multi-mode interchange points, matches the scale of the evidenced opportunity the Metro can deliver as outlined in the STPR2 Phase 1 report published in February 2021. The recent UK Government announcements for additional regional transport investments in areas of England, further highlights the importance of securing strong support and recommendations for a Glasgow City Region Metro intervention from STPR2, to promote Regional competitiveness to enable the transformational opportunities across the Region.
- 16.21.14. ***STPR2 draft final report was published on 20 January together with commencement of a 12-week statutory consultation period open until 15 April. The recommendation included a recommendation on Clyde Metro. Briefings were provided to GCR local authority leaders by the Cabinet Secretary and Chair of GCR immediately following the STPR2 announcement. A communication working group from TS, SPT and GCC met twice weekly pre and post STPR2 publication to support the Clyde Metro messaging, co-ordinate and share planned communications. Clyde Metro, as anticipated, has received high levels of media coverage and welcomed by stakeholders and some consultation feedback on Clyde Metro has already been received. A programme of planned engagements on STPR2 with key stakeholder groups such as chambers of commerce have been scheduled by the STPR2 team.***
- 16.21.15. ***TS and their consultants provided a more detailed context of Clyde Metro proposal to the Metro Strategic Advisory Group on 16 February, which was also attended by representatives from GCR Transport and Connectivity Portfolio Group.***
- 16.21.16. ***GCR engagement on the Metro Feasibility Study supported with updates provided to the CEG, Cabinet, Transport and Connectivity Portfolio Group and an update to the GCC Environment, Sustainability and Carbon Reduction Committee incorporating the Clyde Metro proposal within STPR2. A paper on interim governance arrangements has been developed setting out an interim delivery pathway, which will be one of the key inputs for the first Programme Steering Group meeting scheduled for 16 March 2022.***
- 16.21.17. ***Work continues within the Metro Feasibility Study Team to develop a multi criteria assessment matrix for the transformational potential of Clyde Metro. The Team has begun a case study of Glasgow Harbour to understand the place making, utility factors and inward investment opportunities that could benefit visitors, habitants, and workers. Work continues the Bus Partnership Fund to align the work stream on bus corridor improvements as the preliminary step of a wider transformational transport initiative such as Clyde Metro.***
- 16.21.18. ***We will continue to work with Public Health Scotland on the Economies for Healthier Lives project where the Metro Feasibility Study Team have been designated specialist partners to help devise a Capital Investment Health Equalities Impact Assessment.***

## **17. CITY DEAL ANNUAL IMPLEMENTATION PLAN UPDATE**

### **17.1. Annual Implementation Plan Status**

- 17.1.1. The Annual Implementation Plan, which was approved by June 2021 Cabinet, sets out all of the activities which will be completed by the Programme Management Office and the Support Groups throughout 2021/22 to support the delivery of the City Deal Programme and to ensure compliance with the Assurance Framework and Grant Offer Letter (GOL). Monitoring of the AIP is a condition of the GOL. A brief update on the progress which has been made with each action in the AIP and the status for each action is included at Appendix 5 with updates for the period marked in bold italic font.
- 17.1.2. The table below provides a summary of the status for the City Deal and RES actions.

**Table 2: AIP Status Summary as at 09/03/21**

<b>SUMMARY</b>	<b>City Deal Actions</b>		<b>RES Actions</b>		<b>All Actions</b>	
Red	0	(0%)	0	(0%)	0	(0%)
Amber	5	(10%)	0	(0%)	5	(8%)
Green	<b>18</b>	<b>(36%)</b>	9	(100%)	<b>27</b>	<b>(46%)</b>
Complete	<b>25</b>	<b>(50%)</b>	0	(0%)	<b>25</b>	<b>(42%)</b>
Superseded	0	(0%)	0	(0%)	0	(0%)
Future	2	(4%)	0	(0%)	2	(3%)
	50		9		59	

17.1.3. Monitoring shows that:

- All 9 actions within the AIP relating to the Regional Economic Strategy, all are Green.
- Of the 50 City Deal actions within the AIP, the majority are progressing as planned, **25** have already been completed. No actions are at Red Status. 5 actions are no longer expected to be completed within the approved timescales or are encountering issues with their implementation (Amber status). Four have requested new completion dates as reported in the following table:

<b>Ref</b>	<b>Theme</b>	<b>Action</b>	<b>Approved Timescale</b>	<b>Revised Timescale</b>
6.0	Com. Benefits	Complete Benefits Data Protection Impact Assessment (DPIA)	Oct-21	<b><i>Apr-22</i></b>
11.0	Evaluation	Contribute to the development of the City Deal Evaluation Framework, alongside the Intelligence Hub.	Required for every City Deal business case submitted to the PMO.	<b><i>Apr-22</i></b>
23.0	Finance	Reviewing expenditure by category from grant claims and contract register for input to Regional Economic Model (not yet commenced)	Aug-21	<b><i>Mar-22</i></b>
59.0	Public Health	Deliver the Public Health Scotland/Glasgow City Region Collaboration Workplan	May-23	<b><i>Oct-23</i></b>

## Appendix 1: PROJECT STATUS UPDATES

Table below provides a summary for each project's status. Detailed definitions for Red (R), Amber (A), Green (G), Complete (C) and Future (F) status are provided in the report endnotes. Status and dates shown in **bold italics** have changed from the previous PMO report following approval of a submitted Change Control Request (for status) or notification to the PMO of a change to FBC submission dates. Where a Project element reports at Amber, an explanation of the related issue(s) is provided in the individual Project update section.

Project Name	Sub Projects	SBC	OBC	Augm OBC	FBC	Scope	Timeline	Finance	Benefits	Approved FBC dates	End of construction
<b>INFRASTRUCTURE PROGRAMME</b>											
East Dunbartonshire Council in partnership with Strathclyde Partnership for Transport and Glasgow City Council											
1. Place and Growth Programme											
	Bishopbriggs Relief Road/Westerhill Masterplan - BRR5/ Westerhill	C	F	n/a		G	G	G	F	Jul 2023	Dec 2026
	A803 Sustainable Travel Corridor	C	F	n/a	F	G	G	G	F	no date	no date
	Bishopbriggs Town Centre Regeneration – Public Realm/ Business Incubation Space	C	F	n/a	F	G	G	G	F	no date	no date
East Renfrewshire Council											
2. M77 Strategic Corridor											
	Levern Works	C	C	C	C	C	C	C	G	18/08/2015	Aug 2016
	Business Boost	C	C	C	C	A	G	A	A	30/11/2017	Mar 2019
	Aurs Road Realignment	C	C	F	F	G	G	G	G	09/06/2022	Aug 2023
	Balgraystone Road	C	C	C	C	C	G	G	G	28/03/2019	Apr 2020
	New Railway Station and allied works	F	F	F	F	G	G	G	G	Sep 2023	Dec 2025
	Dams to Darnley Visitor Facilities	F	F	F	F	G	G	G	G	Jul 2023	Sep 2024
Glasgow City Council											
3. Canal and North Gateway											
	FBC1: Sighthill: Remediation (Contract 1)	C	C	C	C	C	C	C	C	15/12/2015	Nov 2017
	FBC 2: Sighthill Remediation (Contract 2)	C	C	C	C	A	A	A	A	18/10/2016	Jan 2020
	FBC 3: Sighthill: Cowlairs Bridge; Port Dundas; and 100 Acre Hill	C	C	C	C	A	A	A	A	29/03/2018	Jul 2019
	FBC4: NGIWMS	C	C	C	C	A	A	A	A	29/03/2018	Jun 2019
	NGIWMS: Cowlairs Link	C	C	C	F	A	A	A	A	Aug 2022	Aug 2023
	FBC 5: North Canal Bank Street / Landscape Link	C	C	C	C	C	C	A	A	29/05/2019	Feb 2022
	FBC 7: Sighthill M8 Pedestrian Bridge	C	C	C	C	A	A	A	A	30/01/2020	Sep 2021
	FBC 6: Speirs Lock: Garscube Toll & Links	C	C	C	C	C	C	A	A	28/11/2019	Feb 2022
	Port Dundas: Dobbies Loan	F	F	F	F	F	F	F	F	Dec 2022	Dec 2023
	Port Dundas: Pinkston Access and Remediation	F	F	F	F	F	F	F	F	Dec 2022	Aug 2023
	Cowlairs: Remediation & Servicing	F	F	F	F	F	F	F	F	Aug 2022	Aug 2023
4. Collegelands Calton Barras											
	Improving Public Transport: High St Station	C	C	C	F	A	A	A	A	Feb 2022	Sep 2023

Project Name	Sub Projects	SBC	OBC	Augm OBC	FBC	Scope	Timeline	Finance	Benefits	Approved FBC dates	End of construction
	Meat Market Roads and Infrastructure				F	A	G	A	A	Jul 2022	Aug 2023
	FBC 2: Meat Market Site Remediation				C	C	C	C	A	30/06/2019	01/08/2020
	CBAP: Development Deficit Grant Scheme				F	F	F	F	F	Nov 2022	Jul 2024
	FBC 3: Junction Improvements				C	C	C	A	A	20/06/2019	18/04/2020
	FBC 1: Calton Barras Action Plan - Barras Public Realm - Phase 1				C	C	C	C	A	24/05/2017	01/07/2018
5. City Centre Enabling Infrastructure Integrated Public Realm						A	A	A	A	various	various
	FBC1: Sauchiehall Street West Phase 1				C	C	C	C	A	01/12/2017	01/05/2019
	Block A - Argyle St West & Cambridge Street (The Underline Phase 1)				F	A	G	A	A	Feb 2022	Feb 2024
	Block A - Argyle St East (Hope Street-Glasgow Cross)				F	F	F	F	F	Aug 2023	Jan 2026
	Block A - St Enoch's Square - Dixon Street				F	F	F	F	F	Aug 2023	Jan 2026
	Block A - Bath Street East-Cathedral Street				F	F	F	F	F	Jan 2025	Dec 2026
	Block A - Kyle Street - North Hanover Street				F	A	G	A	F	Aug 2022	Jul 2024
	Block A - New City Road				F	A	A	A	A	23/09/2021	Jun 2023
	Block A - Sauchiehall Street Precinct				F	A	G	A	A	Apr 2022	Dec 2023
	Block B - Holland Street/Pitt St	C	C	C	F	A	G	A	A	Jul 2022	May 2024
	Block B - Elmbank Street & Elmbank Crescent				F	F	F	F	F	Feb 2025	Nov 2026
	Block B - Glassford Street/Stockwell Street				F	F	F	F	F	Nov 2025	Jan 2028
	Block B - Broomielaw/Clyde Street				F	F	F	F	F	Feb 2026	Oct 2028
	Block C - Hope Street				F	F	F	F	F	Jan 2027	Dec 2028
	Block C - International Financial Services District				F	F	F	F	F	Jan 2027	Dec 2028
	Block C - St Vincent Street				F	F	F	F	F	Sep 2026	Oct 2028
	Block C - John Street				F	F	F	F	F	Jul 2023	Mar 2025
	Block C - George Street				F	F	F	F	F	Oct 2026	Dec 2028
	Intelligent Street Lighting				C	C	C	C	C	29/03/2018	16/06/2019
6. Metropolitan Glasgow Strategic Drainage Partnership						A	A	A	A	various	various
	FBC 1: Camlachie Burn				C	C	C	A	A	29/03/2017	05/07/2019
	FBC 2: Cardowan Surface Water Management Plan (SWMP)				C	C	C	A	A	02/08/2018	03/12/2019
	FBC 4: South East Glasgow SWMP				C	C	C	C	A	23/05/2019	Apr 2021
	FBC 3: Hillington/Cardonald SWMP- Phase 1 Moss Heights/Halfway Community Park				C	C	C	C	A	30/08/2018	03/05/2019
	Hillington/Cardonald SWMP - Ph 2 - Queensland Gardens	C	C	C	F	G	A	A	F	Dec 2021	Aug 2022
	Hillington/Cardonald SWMP - Ph 3: Penilee				C	G	G	G	G	Feb 2022	Oct 2022
	FBC 5: Garrowhill/Ballieston SWMP				C	A	A	A	A	29/08/2019	Nov 2022
	Drumchapel SWMP				C	C	C	A	A	30/01/2020	Mar 2021
	Cockenzie St SWMP				F	F	F	F	F	Feb 2022	Nov 2022
	Eastern Springburn SWMP				F	F	F	F	F	Apr 2022	Feb 2023

Project Name	Sub Projects	SBC	OBC	Augm OBC	FBC	Scope	Timeline	Finance	Benefits	Approved FBC dates	End of construction
	High Knightswood/Netherton SWMP				F	F	F	F	F	Jun 2022	Mar 2023
7. Clyde Waterfront West End Innovation Quarter						A	A	A	A	various	various
	Develop. Econ. Role of Glasgow University (GU) - Byres Road Public Realm				F	A	A	A	A	Apr 2022	Dec 2023
	Develop. Econ. Role of GU - University Avenue and Campus Connections				F	F	F	F	F	Mar 2024	Apr 2025
	Investing in the Strategic Road Network to Unlock Development (M8 Jct19)				F	F	F	F	F	Feb 2024	Mar 2025
	GRID - Clyde Waterfront Innovation Campus: Site Remediation and Services (*)				F	F	F	F	F	Aug 2023	Feb 2025
	Water Row Grant Award (**)				C	G	G	G	G	Feb 2022	Oct 2023
	GRID - Clyde Waterfront Innovation Campus: Access and Connectivity (***)				F	F	F	F	F	Aug 2023	Feb 2025
	FBC 1: Central Govan Action Plan (CGAP): Govan Public Realm (inc. Active Travel South)	C	C	C	C	C	C	C	A	29/03/2018	22/04/2019
	FBC 2: CGAP Commercial Floorspace Development Deficit Funding 2 (Govan Old Parish Church - Lower Ground Floor)				C	A	A	A	A	20/06/2019	18/06/2020
	Access and Integrity of Waterfront - Windmillcroft Quay				F	A	A	A	A	Jul 2022	Mar 2024
	Access and Integrity of Waterfront - Custom House Quay				F	F	F	F	F	Oct 2023	Oct 2025
	Access and Integrity of Waterfront - Calton Place				F	F	F	F	F	Oct 2023	Oct 2025
	Access and Integrity of Waterfront - Tradeston Phase 1				C	G	G	G	G	28/01/2021	Jul 2021
	Improving Connectivity between GU and QEUH - Govan-Partick Bridge				C	G	G	G	G	Nov 2021	Sep 2023
	Improving Connectivity between GU and QEUH - Active Travel Route (North)				C	A	A	A	A	31/10/2019	Oct 2020
Inverclyde Council											
8. Inchgreen		C	C	n/a	F	G	G	G	F	Mar 2022	Jun 2023
10. Inverkip				n/a		A	G	A	A	various	various
	Marine Works	C	C		C	C	C	C	G	29/05/2019	Mar 2020
	Terminal Building				F	C	A	A	A	28/11/2019	Apr 2022
9. Ocean Terminal		C	C	F	F	G	A	A	G	26/08/2021	Feb 2022
North Lanarkshire Council											
11. A8 M8 Corridor Access Improvements			n/a	n/a		G	G	G	G	various	various
	Eurocentral: Park & Ride/Share	C			F	G	G	G	G	Apr 2023	Feb 2024
	Orchard Farm Roundabout				F	G	G	G	G	Jul 2022	Feb 2023
12. Gartcosh/Glenboig Community Growth Area						C	C	G	G	various	various
	Glenboig Link Road - FBC 1	C	C	C	C	C	C	G	G	18/10/2016	Jun 2018
	Glenboig Link Road - FBC 2				C	C	C	G	G	30/12/2016	Jun 2018
13. Pan Lanarkshire Orbital Transport Corridor			n/a	n/a		G	G	G	G	various	various
	RIA South - FBC WCML Crossing	C	C	n/a	C	G	G	G	G	Feb 2022	Mar 2023

Project Name	Sub Projects	SBC	OBC	Augm OBC	FBC	Scope	Timeline	Finance	Benefits	Approved FBC dates	End of construction
	RIA South - New Dual Carriageway Rav to Motherwell			n/a	F	G	G	G	F	Oct 2022	Jun 2025
	RIA North - Dualing of A723 Rav to M8			n/a	F	G	G	G	F	Jul 2023	Dec 2025
	RIA South - Dualing of Airbles Road and Jnct improvements			n/a	F	G	G	G	F	Jan 2024	Dec 2025
	East Airdrie Link Road		F	n/a	F	G	G	G	G	Dec 2024	Mar 2027
	Motherwell Town Centre Interchange	C	C	C	C	G	G	G	G	Nov 2021	Jun 2022
Renfrewshire Council											
14. Clyde Waterfront and Renfrew Riverside (CWRR)		C	C	C	C	G	G	G	G	25/02/2021	May 2024
15. Glasgow Airport Investment Area (GAIA)		C	C	C	C	G	G	G	G	28/03/2019	Nov 2021
South Lanarkshire Council											
16. Cathkin Relief Road		C	C	C	C	C	C	G	A	23/05/2019	Jan 2017
17. Greenhills Road		C	C	C	C	G	G	G	A	30/08/2018	Jul 2021
18. Stewartfield Way Transport Capacity		C	F	n/a	F	G	A	G	A	Dec 2024	Mar 2026
19. SLC Community Growth Area		C	C	C		G	G	G	A	various	various
19a. Community Growth Area (GCA) - Newton										various	various
	Newton CGA Park and Ride				C	C	C	C	A	24/05/2017	Dec 2017
	Newton Farm Primary School		C	C	C	C	C	C	A	03/02/2016	Aug 2017
	Westburn Roundabout				C	C	C	C	A	29/11/2018	Sep 2019
	Sustainable Transport Intervention				F	F	F	F	F	28/01/2021	Dec 2022
19b. Community Growth Area - Hamilton										various	various
	FBC1: Woodhead Primary School Extension				C	C	C	C	A	02/08/2018	Aug 2019
	FBC2: Highstonehall Road Upgrade Works				C	C	C	C	A	29/11/2018	Apr 2019
	FBC3: Woodfoot Road Transport Corridor Improvements				C	C	C	C	A	25/04/2019	Dec 2019
	FBC4: Woodfoot Road/Wellhall Road Junction				F	F	F	F	F	25/11/2021	Jun 2022
	FBC5: Wellhall Road/Hillhouse Road Junction				F	F	F	F	F	25/11/2021	Jun 2022
	FBC 6: Woodfoot Rd, Gateside St and Strathaven Rd Junctions				F	F	F	F	F	Apr 2022	Mar 2023
	FBC7: Calderside Academy				F	F	F	F	F	Feb 2022	Oct 2023
19c. Community Growth Area - Larkhall										various	various
	Holy Cross High Extension				F	F	F	F	F	Feb 2022	Aug 2024
	Glengowan Primary School Extension				C	G	G	G	G	02/08/2021	Jun 2022
	Larkhall Nursery Extension				n/a	n/a	n/a	n/a	A	n/a	n/a
	Merryton Roundabout & Link Road				F	F	F	F	F	Nov 2021	Aug 2023
	A72 Lanark Road / M74 Signalisation				F	G	G	G	A	Mar 2022	Oct 2022
	M74 Works				F	F	F	F	F	Apr 2023	Jun 2024
	Community Facility				F	F	F	F	F	Feb 2022	Oct 2023

Project Name	Sub Projects	SBC	OBC	Augm OBC	FBC	Scope	Timeline	Finance	Benefits	Approved FBC dates	End of construction
19d. Community Growth Area - East Kilbride										various	various
	Park and Ride Facility - Hairmyres	C	C	F	F	F	F	F	F	Apr 2023	Mar 2024
	New Primary School (Phase 1) - Jackton	C	C	C	G	G	G	A		03/02/2022	Aug 2023
West Dunbartonshire Council											
20. Exxon Site Development Project		C	C	C	F	G	G	G	G	07/12/2022	Dec 2025
Regional Projects											
21. Airport Access (Regional Project)		C	C	F	F	A	A	A	G	Dec 2022	Oct 2025
INNOVATION PROGRAMME											
	ICE - Imaging Centre of Excellence	n/a	n/a		C	C	C	C	G	17/03/2015	complete
	Medicity	n/a	n/a		C	C	C	C	G	17/03/2015	complete
	Tontine	n/a	n/a		C	C	C	C	G	15/10/2015	complete
SKILLS & EMPLOYMENT PROGRAMME											
	Working Matters (Successor Programme)	n/a	n/a		C	G	G	C	G	12/04/2016	n/a
	In Work Progression	n/a	n/a		C	C	C	C	C	12/04/2016	n/a
	Youth Gateway Guarantee	n/a	n/a		C	C	C	C	C	06/06/2017	n/a

## Appendix 2: LESSONS LEARNED REPORT

<b>Lesson Learned Exercise Title:</b>	<i>Procurement Issues City Deal Contracts During 2021/22</i>
<b>Report Author / Designation:</b>	<i>Cristina Ciucci, Programme Manager, Glasgow City Region City Deal</i>
<b>Date:</b>	
<b>Organisation Undertaking Lesson Learned Exercise:</b>	<i>Glasgow City Region – All Member Authorities / PMO led exercise</i>
<b>Ref No:</b>	
<b>Reason for exercise:</b> <i>Please outline the reason for the exercise e.g. the exercise is intended to record good practice which has been identified / or better understand an issue which has arisen</i>	<i>The PMO is seeking to better understand where price rises are particularly acute across City Deal contracts, mitigations which have been implemented and any lessons which have been learned.</i>
<b>Project stage affected:</b> <i>Please advise (where relevant) which stage(s) in the project lifecycle the exercise/learning applies to e.g. business case development, design, procurement, construction, post-construction phase etc)</i>	<i>Pre-procurement suppliers` engagement (including market testing, skills availability etc) Procurement phase</i>
<b>Project element impacted:</b> <i>Please advise which element(s) (in terms of Scope, Time, Finance, Benefit Realisation) of the project have been impacted, whether positively or negatively, and the scale (minor/moderate/significant ) of the impact</i>	<i>Scope, Time, Finance, Benefit Realisation all affected. Issues arising in procurement phase leading to subsequent issues with ability to deliver intended scope within agreed timescales, at projected cost with subsequent impact on project benefits.</i>
<b>Background/context:</b> <i>Please provide a brief description of the situation/context/events within which the issue/problem or example of good practice has arisen.</i>	<i>As a result of Brexit and Covid, construction price increases due to labour/material shortages were recorded as a Programme risk in early 2021/22. However, costs have continued to rise throughout 2021/22, with these unprecedented price increases causing significant disruption to project delivery. The Programme Risk has materialised and was recorded as a Programme Level issue in October 2021 The disruption to the Programme delivery can be illustrated from the number of FBCs which have been submitted. On 1 April 2021, Member Authorities advised the PMO that 34 FBCs would be submitted and 30 contracts would be awarded by 31 March 2022. However, as at 3 March 2022, only seven of the forecasted 34 FBCs had been approved as yet during 2021/22 (one FBC has been submitted in February for 17 March CEG approval) and only seven of a forecasted 30 contracts awarded. The delays in FBC submissions are partly as a result of issues which are being encountered at the procurement stage resulting in the need to: increase several sub-project budgets with resultant decrease in other sub-projects` scope; re-tender contracts where contractors had withdrawn.</i>
<b>What went wrong?</b> <i>Please describe when and in what way(s) things went wrong</i>	<i>The following issues were reported during the Procurement Support Group meeting: 1) <b>Lack of tender responses due to market saturation</b> – although MAs have lots of contractors in the procurement frameworks, they receive very few responses. Contractors do not want to go through traditional procurement route and participate in mini competitions. Suppliers are looking for direct contract awards. The construction market is</i>



	<p>currently full of bidding opportunities and the suppliers are in the fortunate position to pick and choose which contract to bid for. <b>ISSUE REPORTED BY EDC, GCC, IC, NLC, SLC</b></p> <p>2) <b>Terms and conditions of contracts</b> - suppliers have become very risk adverse and they are not prepared to accept T&amp;Cs. This issue may also be one of the reasons for lack of tender responses. <b>GCC</b> reported that many contractors accept T&amp;Cs on ESPD (European Single Procurement Document) stage but they would decline T&amp;Cs on ITT (Invitation to Tender) stage. <b>ISSUE REPORTED BY GCC, SLC</b></p> <p>3) <b>Tender Returns Above Budget due to Inflationary Market</b> - Tender returned higher values than anticipated/estimated due to the increase in construction costs due to an inflationary market due to higher demand, supply disruption (due to Covid and Brexit), increase in raw material costs including energy costs. <b>GCC</b> reported this issue in relation to Govan-Partick Bridge in particular.</p> <p>4) <b>Time management in relation to tenders</b> – <b>EDC</b> reported that their tender process was overlapping Christmas break, and this caused some issues and delays. Some MAs are frequently being asked by suppliers to extend timelines for tenders. <b>ISSUE REPORTED BY EDC, GCC, NLC</b></p> <p>5) <b>Securing and delivering Community Benefits</b> – some issues have arisen with the delivery of contractual Community Benefits due to Covid restrictions. For example, contractors appointed by <b>ERC</b> were not able to deliver school visits. However, this had led to the development of new benefit types which were then substituted to ensure delivery.</p> <p>6) <b>Limitations of Frameworks</b> – a number of MAs are using/considering use of the SCAPE Framework. <b>IC</b> considering use. <b>NLC</b> has contracted with SCAPE contractor for feasibility consultancy and pre-construction stages which then led to an award. <b>NLC</b> advised the use of SCAPE had its benefits in terms of knowledge and understand of estimated costs at an early stage before award and it allowed for value engineering in some areas of the specification but noted the feasibility stage did not full facilitate all of our asks so there was a request to have further detail prior to sign off at this stage but an appreciation that this is at the risk to the contractor not being awarded the business to progress to pre-construction and thus no fees are paid for this service so their was a balanced approach taken from an <b>NLC</b> perspective. NEC type of contract there has been a shift from Option A (priced contract with activity schedule) to Option C (target contract with activity schedules). This is more appealing to the suppliers because this allows them to share the liability of certain costs (rather than being paid a prefixed milestones).</p>
<p><b>What mitigation/remedial actions did you implement?</b> Please describe what mitigation/remedial actions (if any) were implemented to resolve the matter and how effective this was</p>	<p>1) <b>Lack of tender responses</b> - <b>SLC</b> uses Hub West Scotland to stimulate the market in terms of responses. <b>SLC</b> changed their Quick Quote process for works up to £2m to be able to engage with the local market and choose what can stimulate local market. <b>EDC</b> started using NEC 4 forms. <b>IC</b> is using SCAPE, moving away from NEC Option E towards NEC Option C (early stage of exploring new option) and endeavouring to work more collaboratively with potential bidders. <b>GCC</b> is producing a report analysing lack of interest from contractors.</p> <p>2) <b>Securing and delivering benefits</b> – contractors appointed by <b>ERC</b> had to substitute indoor interventions at schools and they developed a community garden for the school and local community.</p>
<p><b>What could have been done differently?</b> Please describe, on reflection/with the benefit of hindsight, what, if anything could have been done differently to reduce/avoid any negative impacts</p>	<p>4) <b>Time management in relation to tenders</b> – <b>EDC</b> would have avoided issuing tenders over holiday period as suppliers not available to complete tenders. <b>NLC</b> take into considerations holiday periods and therefore allocate additional tendering time as it is not always feasible to delay publication of a tender.</p>
<p><b>What lessons were identified? What could be recommended to other projects in the future?</b></p>	<p>1) <b>Lack of tender responses</b> - as contractors pick and choose the best offers, MAs should make offers more attractive to bidders. Tender documents should be of high quality and the scope of works clearly defined. Qualitative and quantitative approach are both very important while producing tender documents. MAs could work more collaboratively, for example, share information and tender documents to show what is a good practice in defining the tender scope.</p> <p>2) <b>Terms and conditions of contracts</b> – example of good practices are collaboration with contractors and agreeing T&amp;Cs before going to the tender stage. However, preparing draft T&amp;Cs to go out with at SPD stage could be unrealistic option as MAs do not always have the full scope for larger projects.</p> <p>3) <b>Tender Returns Above Budget due to Inflationary Market</b> – more accurate market estimations and pricing/market research are required prior to tender publication, particularly in relation to material prices, labour cost, inflation, that will assist in the preparation of tender documents.</p> <p>4) <b>Time management in relation to tenders</b> – Comprehensive understanding of the external market commitments along with consulting with other MAs to understand their programme.</p>

	5) <b>Limitations of Frameworks – NLC</b> is going to undertake Lessons Learned exercise on the use of SCAPE and its processes.
<b>What, if any, types of project / activity / situation are these lessons most applicable to? For example, just City Deal or all types of project?</b>	In the main capital projects but price increases and demand is being seen across other categories.

**Appendix 3: PROGRAMME RISK REGISTER**

Text changed from the previous version are reported in ***Bold Italic***. List of strategic objectives can be found in the endnotes at the end of this document <sup>i</sup>

Risk Ref	Date Identified		Primary Risk Category	Risk Title	Risk Description	Strategic Objective Supported <sup>ii</sup>	Risk Owner	Responsible Officer	Inherent Impact	Inherent Probability	Inherent Risk Score	Inherent Rank	Risk Treatment Approach	Controls and Mitigating Action	Resid. Impact	Resid. Probability	Resid. Risk Score	Resid. Rank	Date Reviewed	Movement to score in
rsk 0009	24/01/2020	Open	Financial / reputational /economic	Deal GVA and Jobs targets not achieved	<b>RISK:</b> Programme GVA and Jobs targets not achieved / Benefit Cost Ratio reduced <b>CAUSE:</b> Cumulative impact of changes to individual projects' costs (due to inflation/interest rates etc.)/timelines including projects delivery extending beyond 2025 which economic case was modelled upon / operational job requirements reduced due to increasing trend for automation. Potential increased project costs and reduced benefits resulting from impacts of Covid-19 on Project delivery and global macroeconomy. <b>EFFECT:</b> reduced grant due to failure to meet Deal Payment by Results targets	A.	PMO-Head	PMO-Legacy Manager	4	3	12	High	Treat	Change Control Requests were approved by Dec 2020 Cabinet for 13 projects, restating their timescales as a result of delays caused by the first Covid lockdown in Spring/Summer 2020. Flexibility regarding programme outcomes sought from governments in written submission to the Scottish Deals Delivery Board. The revised programme timescales resulting from the 13 Covid-related CCRs were discussed at the Annual Conversation in December 2020. Further individual Change Controls Requests have been approved in Q4 2020/21, Q1 2021/22 with a further 37 submitted for Q2 2021/22. Four-weekly monitoring of change in scope/timelines and finances of individual Projects continues to be monitored and reported to CEG.	4	3	12	High	09/03/2022	↔
rsk 0042	03/03/2022	Open	Financial / reputational /economic	Cost of energy and material costs	<b>RISK: cost of energy and material cost impacted by international situations</b> <b>CAUSE: various international conflict and unrest including the Ukrainian conflict it may have an adverse impact on the cost of gas, oil, electricity and ultimately to price of construction material prices containing petro-carbons or are very energy-intensive to manufacture (such as steel, aluminium etc).</b> <b>EFFECT: impact on the cost, scope and on the timeline of the project delivery</b>	A.	PMO-Head	PMO-Head	4	3	12	High	Tolerate	<b>Monitoring the current international situation/unrest, shortage and supply chain disruption. Explore alternative markets.</b>	4	3	12	High	09/03/2022	↑
rsk 0001	24/01/2020	Open	Finance	Programme Underspend Against Projections	<b>RISK:</b> Programme does not meet forecasted spending profile set out within the annual forecast submitted to Scottish Government as required by the Grant Letter. <b>CAUSE:</b> Programme delay due to Member Authorities (MAs) failing to deliver projects and spend as planned as a result of delays due for example to Covid-19. <b>EFFECT:</b> Programme may underspend against grant receipt and impact upon release of future tranches of investment funding.	N/A	PMO-Head	PMO-Finance Manager	4	3	12	High	Treat	Individual projects have reported Change Controls resulting from Covid Impact to the PMO. Change Controls have been approved by Dec 2020 Cabinet subject to reprofiling of expenditure being provided with 2020/21 Q4 returns. Requested and received updated quarterly and annual projections of spend for 2021/22 from MAs and this has been reviewed by FSG and will be provided to Scottish Government. Spend in 2021/22 is in projected to be considerably in excess of the £30m grant due in 2021/22. FSG continue to monitor actual spend compared with projected spend each quarter. Q2 2021/22 returns received. MAs projected and profiled spend provided for 2021/22. Further change controls reported by member authorities in Q2 2021/22 mainly in relation to delays in spend due to the pandemic and these will be considered by CEG and Cabinet. The trend has continued in Q3 with delays to and increases in spend along with change controls. Revised Q4 projections have been submitted to PMO 7/01/22 showing GCR continues to spend ahead of grant receipt.	3	3	9	Medium	03/03/2022	↔
rsk 0007	24/01/2020	Open	Financial	Public Sector/Partner Funding Availability	<b>RISK:</b> Member Authority and Partner funding contributions do not materialise <b>CAUSE:</b> Pressures on public sector funding/expenditure, Covid-19 impacts on Member Authorities' Capital Programme budgets, increase in interest rates and borrowing costs <b>EFFECT:</b> Impact on Member Authorities' capital borrowing and revenue funding	G.	PMO-Director of Regional Economic Growth	PMO-Finance Manager	3	4	12	High	Treat	Member Authorities must receive local approval for their 14% funding contribution and their own Business Cases prior to submitting this to the GCR PMO for appraisal. Individual Member Authorities assess the priority of their proposed City Deal projects alongside their own wider capital investment programmes for their local area. Debt financing costs will be met from Member Authority resources and be in line with the Prudential Borrowing Code. Member Authorities' financial positions continue to be assessed via quarterly financial monitoring. Contract management boards have been established in a number of authorities to review and manage MA's financial impacts related to Covid 19. Extended Project Status Reports to capture external funding sources for projects and this funding and associated spend is now also being reported to PMO by MAs and reviewed. £65m of accelerated City Deal funding has been awarded to City Region for spend to end March 2021 and this has been distributed to MAs. Funding will mitigate existing borrowing costs. Early indication that some Member Authorities may not be able to cover additional costs resulting from construction inflation. Two Change Control Requests approved by Dec 2021 Cabinet for GCC Waterfront and ERC M77 Corridor projects	3	3	9	Medium	03/03/2022	↔

Risk Ref	Date Identified		Primary Risk Category	Risk Title	Risk Description	Strategic Objective Supported <sup>ii</sup>	Risk Owner	Responsible Officer	Inherent Impact	Inherent Probability	Inherent Risk Score	Inherent Rank	Risk Treatment Approach	Controls and Mitigating Action	Resid. Impact	Resid. Probability	Resid. Risk Score	Resid. Rank	Date Reviewed	Movement to score in
														proposing significant changes to project scope recognising that additional costs cannot be absorbed by Member Authorities.						
rsk 0010	24/01/2020	Open	Economic / financial	Attraction of follow-on investment	<p><b>RISK:</b> Failure to attract necessary follow on investment to deliver the economic benefits of the City Deal funded Projects.</p> <p><b>CAUSE:</b> Poor economic conditions, socio-economic factors including depopulation may be a deterrent for investors in certain areas. The impacts of Covid-19 on the global macroeconomy may impact negatively on investor confidence/activity in the medium to long term.</p> <p><b>EFFECT:</b> Projects fail to deliver the economic benefits and follow on private sector investments. Impact on Payment By Result targets</p>	G.	PMO- Director of Regional Economic Growth	PMO-Legacy Manager	4	3	12	High	Transfer	The responsibility for securing follow on investment described in each of the OBCs lies with individual MAs. The Economic Delivery Group and Regional Partnership remits have been extended to support benefits realisation at a Programme level through the Benefits Dependencies Register. Portfolio working groups and partners addressing wider place-making and investor attractiveness via development of refreshed Regional Economic Strategy. The PMO continues to liaise with MAs as they review the impact on their projects of the Covid-19 pandemic and lockdown. No changes to planned investment have been reported in the Q3 2021/22 returns to the PMO. A Green Investment Prospectus was developed aimed at attracting private sector capital investment to City Deal sites as part of COP26. Opportunities are being added to the Zoom Prospector platform.	4	2	8	Medium	09/03/2022	↔
rsk 0004	24/01/2020	Open	Financial	Alignment with new / emerging policies and investment programmes	<p><b>RISK:</b> Misalignment of City Deal objectives with emerging National, Regional and Local Strategies (i.e. Local Transport Strategies, Strategic Transport Projects Review (STPR2), Rail Investment Strategy etc.) investment plans (e.g. of public utilities) and Climate Change.</p> <p><b>CAUSE:</b> Programme Assembly exercise undertaken in 2013/14 under differing policy priorities. Dependencies on other agencies not managed</p> <p><b>EFFECT:</b> Reduced ability to access external funding aligned to new/emerging policy priorities and missed opportunities to leverage additional public/private sector investment.</p>	G.	PMO-Head	PMO-Head	4	3	12	High	Treat	Government announcement in January 2020 of Clyde Mission, a new initiative of national importance which will include several City Deal projects within its geography. £10 million of funding for Clyde Mission projects announced in Summer 2020 with successful applicants confirmed Jan 2021. New commitments from Cabinet to contribute to new / emerging policy priorities including Inclusive Growth and Tackling Poverty. Annual refreshing of the Programme Business Case has been completed for 2020 to show policy alignment. Flexibility within the Programme Prioritisation Framework to respond to new priorities. Programme Dependency Register used to identify/manage dependencies with other public/private sector agencies activity. £650k of Regional Renewal Revenue Funds awarded by Scottish Government to City Region including £160k for Metro project support. The UK Government has indicated Shared Prosperity Funding will be routed via region and will support Regional Economic Strategy priorities. Draft National Planning Framework 4 references Metro project as national priority. Transport Scotland's STPR2 Phase Two report has sifted in Metro project to progress to business case development.	3	2	6	Medium	03/03/2022	↔
rsk 0036	08/11/2021	open	Procurement	Sustainable Procurement Strategy Action Plan Delays	<p><b>RISK:</b> Failure of PSG / MAs to carry out allocated action plan tasks</p> <p><b>CAUSE:</b> Resource issues within MAs / correct allocation of tasks</p> <p><b>EFFECT:</b> Updated procedures not being put in place and carried out in line with Sustainable Procurement strategy</p>	N/A	PSG Chair	PSG Member Authorities	3	3	9	Medium	Treat	Reassess resource, issues faced and ultimately reallocation of tasks per MA	2	3	6	Medium	25/01/2022	↔
rsk 0008	24/01/2020	Open	Socio-Political	Political and public support for City Deals / Growth Deals	<p><b>RISK:</b> Loss of political and/or public support for the City Deal</p> <p><b>CAUSE:</b> Political decisions / change in policy priorities / local opposition to individual projects</p> <p><b>EFFECT:</b> City Deal/Growth Deal Programme funding impacted / negative public perception of Deal projects</p>	G.	PMO- Director of Regional Economic Growth	PMO-Head	4	3	12	High	Treat	Gateway Review 1 approval letter received from governments. Maintain support for City Deal through ongoing communication with governments, key stakeholders and public regarding Deal benefits. Regular updates on Programme and Project progress are issued via media / social media. A Programme Communication, Marketing and Engagement Strategy in place & updated at September 2018. Forward plan of comms activity for key milestones. Progress and relevant matters including FOIs and journalist enquiries are raised / discussed at each GCR Comms Group and considered in relation to likely media interest, planned media releases and coverage. Both governments expressed their ongoing support for the Glasgow City Region Deal and recognised the significant progress at the Annual Conversation October 2021. Draft National Planning Framework 4 references Metro project as national priority.	2	2	4	Low	03/03/2022	↔
rsk 0013	24/01/2020	Open	Environmental	Sustainability, efficient use of natural resources and Climate Change	<p><b>RISK:</b> Failure to address sustainability and efficient use of natural resources and Climate Change including failure to produce energy consumption savings and reducing emissions.</p> <p><b>CAUSE:</b> MA not considering sustainable solutions and not including the relevant expertise in the design and delivery of the programme.</p>	D.	PMO-Head	PMO-Legacy Manager	3	2	6	Medium	Treat	Develop and implement more sustainable solutions in service delivery for the benefit of all. Sustainable Procurement Group now in place that is a collaborative partnership for strategic engagement and includes Scottish Government maximise inclusive growth, equalities and environmental benefits. The development of the Sustainable Procurement Strategy (SPS) will align with the work on procurement being undertaken with the SG for the	2	2	4	Low	09/03/2022	↔



Risk Ref	Date Identified		Primary Risk Category	Risk Title	Risk Description	Strategic Objective Supported <sup>ii</sup>	Risk Owner	Responsible Officer	Inherent Impact	Inherent Probability	Inherent Risk Score	Inherent Rank	Risk Treatment Approach	Controls and Mitigating Action	Resid. Impact	Resid. Probability	Resid. Risk Score	Resid. Rank	Date Reviewed	Movement to score in	
					EFFECT: MAs not fulfilling commitments to residents. Council fails to meet Carbon Reduction or Climate Change Targets.									Community Wealth Building Action Plan, and the ambitions of the Regional Recovery Plan. The SPS and GCR Climate Adaptation Strategy were approved by Cabinet in June 2021. Scottish Government advisor on decarbonising projects attended August Sustainable Procurement Strategy Group. Government guidance to be incorporated to Programme Management Toolkit. Programme Manager attending Scottish City Deal Decarbonisation Working Group. <b>SPSG received a presentation on the SG's Single Procurement Document Environmental Management on 10/2/22.</b>							
rsk 0042	15/01/2021	Open	Sustainable Procurement	Achievement of Community Benefits	RISK: The commitments within the Regional Sustainable Procurement Strategy are not implemented by all MAs. CAUSE: Systems, processes, documents, guidance and support made available to MAs for use to maximise opportunities from suppliers and for delivery of benefit outcomes not being adopted and applied consistently by all MAs. EFFECT: Loss of opportunities in Contracts and Non delivery of Benefit Outcomes.		PMO-Head	PMO-Legacy Manager	3	4	12	High	Treat	MAs are expected to report the securing and delivery of Community Benefits (CBs) using the Cenefits online reporting tool. The PMO continues to report on the performance of MAs in the Quarterly and Interim reports to the CEG and Cabinet. The PMO will continue to provide support to MAs to allow assist them in reporting their CBs and escalate any issues to the CEG as required. The Follow Up actions resulting from the Community Benefit Audit have now been completed. <b>The CB annual report will be included in the Q4 2021/22 QPR.</b>	3	1	3	Low	09/03/2022	↔	
rsk 0002	24/01/2020	Open	Finance	Green Book Compliance	RISK: Inadequate implementation of Green Book methodology resulting in challenges to Business Case approvals made by CEG/Cabinet CAUSE: MAs submitting non-compliant BCs and external consultancies/PMO failure to appraise BC in compliance with Green Book. EFFECT: Loss of grant, further work on business cases, requirement to re-assess and approve existing Projects.	N/A	PMO-Director of Regional Economic Growth	PMO-Head	4	3	12	High	Treat	OBC Augmentation Process completed with input from economic consultants. Guide to completing Economic Impact Assessments created by economic development consultants and included within Programme Management Toolkit. PMO continues to review business cases to ensure they comply with Green Book. Internal Audit completed a review of Business Cases appraisal process during 2019/20 with management improvements agreed and incorporated into PMO workplan. Further round of Green Book Training attended by 60 staff from PMO staff and MA Project Managers during August 2021. Subsidy control and Carbon Accounting training <b>delivered</b> for PMO/LOG Feb 2022.	3	1	3	Low	03/03/2022	↔	
rsk 0003	14/11/2017	Open moved from Issue Log (is_0013)	Professional	Submission of Incomplete Business Cases by MAs	RISK: Impact on project delivery CAUSE: Some business cases are submitted to the PMO by MAs either late and/or incomplete. This causes a significant challenge to the PMO in appraising the Business Case within the timescale and potentially compromises the quality of the appraisal and the recommendation made to CEG and Cabinet. EFFECT: The submission of late and/or incomplete business compromises the business case approval process and the outsourcing of reviewers to form the appraisal team. .	N/A	PMO-Head	PMO - Programme Mgr.	3	3	9	Medium		Additional guidance on business case submission process has been included within the Programme Management Toolkit. Audit of compliance with business case submissions completed and approved at 02/06/2020 Cabinet. Follow-up actions from the Audit successfully completed. Scheme of Delegation approved by CEG and Cabinet in August 2020 giving permission for Director of Regional Economic Growth to approve compliant FBCs below £4.5m which are aligned to approved OBC. Member Authorities providing presentation of business cases to PMO at time of submission resulting in fewer 'partly compliant' ratings in business case appraisals/fewer resubmissions of each business case.	2	1	2	Low	03/03/2022	↔	
rsk 0005	24/01/2020	Open	Financial / reputational	Governance procedures are not fit for purpose	RISK: Governance processes and procedures are not fit for purpose resulting in noncompliance with Grant Agreement conditions CAUSE: Assurance Framework not providing full coverage of all governance requirements. PMO/MAs not complying with Framework. EFFECT: Potential claw back of funding/negative audit reports.	N/A	PMO-Head	PMO-Head	4	3	12	High	Treat	Gateway One approval received May 2020. The Assurance Framework and Programme Business Case have been updated in Dec 2020 and Feb 2021 respectively. The Programme Management Toolkit was approved in March 2020 with changes in monitoring and reporting implemented for Q1 2020/21. The City Region Programme Management Office report to CEG and Cabinet (i.e. the Quarterly Performance Report and the Interim Performance Report) now include updates on the progress with the Annual Implementation Plan (AIP). A refresher on the PMT for all MAs carried out in August 2021.	2	1	2	Low	03/03/2022	↔	
CLOSED RISKS THIS PERIOD																					
rsk 0012	24/01/2020	Open	Procurement	Lack of contractors/competition for contracts	RISK: Failure to secure interest in the Project from bidders and failure to retain bidders. CAUSE: Business failures due to Covid-19 may result in fewer bidders for future contracts and/or contractors' unwillingness to carry financial risk. Construction inflation costs impacting on tender	A.	PMO-Head	PMO-Head	3	4	12	High	Treat	Work is underway to develop a Capital Investment Plan for the City Region outlining Regional partners' investment plans over next 5 years, providing confidence of pipeline for construction sector and information to engage with businesses on. During competitive dialogue reconsider scope, standards of works to meet budget constraints. Clarity of MAs affordability threshold shared with Bidders in	3	4	12	High	03/03/2022	↑	

Risk Ref	Date Identified	Primary Risk Category	Risk Title	Risk Description	Strategic Objective Supported <sup>ii</sup>	Risk Owner	Responsible Officer	Inherent Impact	Inherent Probability	Inherent Risk Score	Inherent Rank	Risk Treatment Approach	Controls and Mitigating Action	Resid. Impact	Resid. Probability	Resid. Risk Score	Resid. Rank	Date Reviewed	Movement to score in
				costs/contractor appetite to bear financial risk. <u>EFFECT</u> : Lack of competition leading to higher cost. Increased Project cost (impact on NPV), delay in Project delivery.								early stages of the Project. Projects continue soft market testing through OBC to refine offering based on market feedback. Strong Project management, robust and affordable Project. Regional Sustainable Procurement Strategy launched June 2021 at national Meet the Buyer Event. Extensive promotion of new, improved City Deal contract pipeline with business base. Construction inflation costs recognised as Programme Issue. Indications this is impacting on procurement activity. Dec 2021 Procurement Support Group members report recent tender prices have been higher than initially scoped with this being a factor in GCC Waterfront Change Control Request and continuing to be recognised as Programme Issue. <b><i>A Lessons Learned Procurement Exercise has been undertaken with report submitted to the 17/03/22 CEG. THIS RISK HAS BEEN ESCALATED AND MOVED TO THE ISSUE LOG</i></b>							

**Appendix 4: PROGRAMME ISSUES LOG**

Text changed from the previous version are reported in ***Bold Italic***. List of strategic objectives can be found in the endnotes at the end of this document

Issue Ref:	Date Raised	Project Issue Type	Owner	Logged by	Issue Title	Issue Description	Impact	Action	Stakeholders	Target / Timescale	Priority	Status	Date Checked	Date Closed
is_0038	15/01/2021	Delivery	PMO- Director of Regional Economic Growth	PMO - Head of Programme Management Office	Construction Material availability and cost	Post Brexit and Post pandemic has seen a marked increase in Construction Materials cost and availability	<b>ISSUE:</b> construction materials costs have considerably increased and their availability considerably reduced <b>CAUSE:</b> Covid -19 pandemic and Brexit <b>EFFECT:</b> Increased in final project cost and impact on delivery times.	The BEIS year on year change (April 2020 to April 2021) report shows construction materials have experienced significant price increases including: concrete reinforcing bars (+37.3%); fabricated structural steel (+31.8%); imported plywood (+22.3%). Members of the Scottish PMO Network have submitted a letter to UK and Scottish governments outlining the risks to project costs and have asked for flexibility in project delivery including rescoping projects. Governments have confirmed that they recognise the challenges are beyond local authority control and are ready to work with regions to identify what measures can be taken to ensure delivery continues to progress in line with expectations. Member Authorities have advised that these price increases and material shortages will have an impact on project costs and timescales. These increases have yet to be quantified. Mitigations are being developed locally with Change Control Requests being submitted as required. Governments have been updated at the August 2021 and November 2021 Programme Liaison Group meetings. The issue was discussed as part of the Annual Conversation in October 2021 where the governments advised that they recognised scope changes may be required to projects facing additional cost pressures. Lessons Learned exercise to be undertaken to record how cost increases have been mitigated/managed at MA level.	PMO / MA	Ongoing	Medium	Open	03/03/2022	
is_0039	09/03/2021	Delivery	PMO- Director of Regional Economic Growth	PMO - Head of Programme Management Office	Lack of contractors/ competition for contracts	Contractors can pick and choose what to bid for due to the current growth and volume of construction market	<b>RISK:</b> Failure to secure interest in the Project from bidders and failure to retain bidders. <b>CAUSE:</b> Business failures due to Covid-19 may result in fewer bidders for future contracts and/or contractors' unwillingness to carry financial risk. Construction inflation costs impacting on tender costs/contractor appetite to bear financial risk. <b>EFFECT:</b> Lack of competition leading to higher cost. Increased Project cost (impact on NPV), delay in Project delivery.	<b>Work is underway to develop a Capital Investment Plan for the City Region outlining Regional partners' investment plans over next 5 years, providing confidence of pipeline for construction sector and information to engage with businesses on. During competitive dialogue reconsider scope, standards of works to meet budget constraints. Clarity of MAs affordability threshold shared with Bidders in early stages of the Project. Projects continue soft market testing through OBC to refine offering based on market feedback. Strong Project management, robust and affordable Project. Regional Sustainable Procurement Strategy launched June 2021 at national Meet the Buyer Event. Extensive promotion of new, improved City Deal contract pipeline with business base. Construction inflation costs recognised as Programme Issue. Indications this is impacting on procurement activity. Dec 2021 Procurement Support Group members report recent tender prices have been higher than initially scoped with this being a factor in GCC Waterfront Change Control Request and continuing to be recognised as Programme Issue.</b>	PMO / MA	Ongoing	Medium	Open	09/03/2021	
<b>ISSUES CLOSED IN PERIOD</b>														
None														

Appendix 5: ANNUAL IMPLEMENTATION PLAN 2020/21 MONITORING (RAG STATUS DEFINITIONS IN ENDNOTES)

Ref	Theme	Action	Action Owner(s)	Approved Timescale	Proposed Revised Timescale	Progress to date (show new text for period in bold italic)	Status	Last Checked
1.0	Legal & Proc.t	Continue to deliver existing City Deal Community Benefit Strategy and Procurement Strategies	Procurement Support Group / Legacy and Evaluation Manager	Ongoing		The existing Community Benefit and Procurement Strategies 2015 - 2020 have expired and are replaced by the Regional Sustainable Procurement Strategy approved by Cabinet on 1 June 2021.	Complete	09/06/2021
2.0	Legal & Proc.t	Support the development and delivery of the Glasgow City Region approach to Community Wealth Building.	Sustainable Procurement Group / Legacy and Evaluation Manager	Ongoing		The Community Wealth Building (CWB) officer supporting the PMO is developing regional approaches for all 5 pillars of CWB. The Sustainable Procurement Strategy Group met 18/11/21 and received a presentation on the approach to delivering CWB through procurement by Preston Council, and a discussion with the Scottish Government about the mandating of Fair Work practices and the living wage. A GCR response to the SG's Fair Work Consultation has been submitted. <b>A report on GCR actions to support CWB was presented to the EDG in February.</b>	Green	03/03/2022
3.0	Legal & Proc.t	Create a Sustainable Procurement Strategy replacing the City Deal Community Benefit and Procurement Strategies	Procurement Support Group / Legacy and Evaluation Manager	Jun-21		The Regional Sustainable Procurement Strategy was approved by Cabinet on 1 June 2021 and launched at the Meet the Buyer event on 8 June 2021. This action supersedes action ref 1.0 that is now complete and for the next cycle this action will change from one to 'create' the strategy to an action to 'deliver' the new strategy with approvals sought for timelines.	Complete	09/06/2021
4.0	Com. Benefits	Ensure a consistent and collaborative approach to community benefits delivery, monitoring and reporting that complies with approved governance arrangements, and shares good practice across partners.	Legacy Officer	Quarterly Reports		All MAs who have awarded City Deal contracts are effectively utilising Cenefits system as per audit recommendation and are independently submitting updated contract and benefit information to the PMO on a quarterly basis via Section F.2 of the PSR and are updating their own information on Cenefits system in line with processes set out in the Buyers Guidance. The PMO will continue to update LOG and PSG members and to support MAs individually to address issues.	Green	03/03/2022
5.0	Com. Benefits	Refresh GCR City Deal Guidance Documentation to reflect Sustainable Procurement Strategy	Legacy Officer	Dec-21		Regional Sustainable Procurement Strategy Action Plan - Task 1.2.1. Sections of the Buyers Guidance and Suppliers Guidance was allocated to MAs at PSG meeting on 26 August 2021 for update to reflect the new strategy. The PSG discussed a revised timeline to support the delivery of the Action Plan at the meeting on 14/12/21. <b>A progress report was presented at the meeting at the PSG in February and further actions were identified to be progressed. This will remain at Amber until a further progress report is presented at the next meeting of the PSG in April 2022.</b>	Amber	03/03/2022
6.0	Com. Benefits	Complete Cenefits Data Protection Impact Assessment (DPIA)	Legacy Officer	Oct-21	Apr-22	GCC's Procurement Development Manager is progressing the process to undertake a DPIA for Cenefits. <b>A security assessment requires to be undertaken as part of the DPIA. This is being undertaken by CGI and could take up to 6 weeks to complete.</b>	Amber	03/03/2022
7.0	Benefits Realisation	Update the Benefits Realisation Dependencies Register on an ongoing basis	Legacy and Evaluation Manager	Ongoing - every Regional Partnership Meeting		The updated Dependencies Register was included within the new Regional Performance Report presented to the Regional Partnership on 27 October 2021.	Green	03/03/2022
8.0	Benefits Realisation	Monitoring the delivery of benefits from City Deal infrastructure fund project benefits.	Legacy and Evaluation Manager	Quarterly		City Deal Project Benefits are included in the Quarterly GCR PMO Report.	Green	03/03/2022
9.0	Benefits Realisation	Monitoring the delivery of benefits from City Deal innovation projects.	Legacy and Evaluation Manager	Quarterly		City Deal Project Benefits are included in the Quarterly GCR PMO Report. Changes to the monitoring arrangements for the projects was agreed at the Sept 21 CEG and Oct 21 Cabinet.	Complete	19/01/2022
10.0	Benefits Realisation	Developing accurate mapping of City Deal benefits – both outputs and follow on developments.	Legacy and Evaluation Manager	Quarterly		Due to staffing changes within Clydeplan, the GIS resource to maintain the mapping isn't currently available. The PMO has had discussions with Clydeplan about the replacement of this resource. Clydeplan has indicated that it will be recruiting to replace the GIS resource which would allow the mapping of City Deal projects to be maintained. The recruitment process is underway.	Amber	03/03/2022
11.0	Evaluation	Contribute to the development of the City Deal Evaluation Framework, alongside the Intelligence Hub.	Legacy and Evaluation Manager	Required for every City Deal business case submitted to the PMO.	Apr-22	A report setting out the approach to developing a City Deal Evaluation Framework was agreed by the Chief Executives' Group on 27/2/20 and shared with the UK and Scottish Governments for feedback by 9th October 2020. The approach for evaluation of the City Deal for Gateway Review 2 was discussed at the Annual Conversation in October 2021. Further discussions with the UKG and SG to confirm arrangements for Gateway Review 2 require to take place. <b>Initial work has been undertaken by the PMO to identify which projects would be within scope for Gateway Review 2. The PMO will work with MAs to develop updated individual project evaluation plans for the 21 City Deal Infrastructure Fund projects. The PMO will seek to conclude this exercise by the end of April 2022.</b>	Amber	03/03/2022
12.0	Finance	Preparation and submission of PMO Annual Accounts 2020/21.	Finance Manager	Feb-22		PMO Unaudited Statements prepared and approved by FSG and CEG in June 2021 and submitted and approved by Cabinet in August 2021. Audited Accounts to be approved by Cabinet February 2022	Complete	03/03/2022
13.0	Finance	Preparation of Annual Statement of Grant Usage for the Employment and Skills Programme. Assessment and review of all grant claims.	Finance Manager	Oct-21		Received 2019/20 year end returns. Final statement of grant usage to be completed at end of the programme. MA returns provided for spend to end of July 2020. Position reported within Nov Interim Report. Finalised spend position received and final grant payments made in March 2021. Requested spend position for 2020/21 and expected to be completed in September 2021. Received 2019/20 and 2020/21 returns from MAs, consolidated figures, submitted consolidated final return on spend in 2019/20 and 2020/21 to DWP and reported in Quarter 2 Report.	Complete	18/10/2021
14.0	Finance	Financial Monitoring of the City Deal Programme Spend 2021/22 including contingency and optimism bias	Finance Manager	Quarterly		Q3 2021/22 returns received in January 2022 and reported to FSG and CEG.	Complete	03/03/2022
15.0	Finance	Agreeing Infrastructure Pass Down Letters for £65m Accelerated Funds 2020/21 with Member Authorities	Finance Manager	May-21		Complete	Complete	15/07/2021
16.0	Finance	Agreeing 2021/22 Grant Letter with Scottish Government	Finance Manager	Aug-21		Received draft letter from SG April 2021. Reviewed letter and responded to Scottish Government in July 2021.	Complete	17/08/2021
17.0	Finance	Agreeing Infrastructure Pass down Letter 2021/22 with Member Authorities	Finance Manager	Dec-21		Draft pass down letter received from Legal and agreed. Grant amounts approved by Cabinet in August 2021. Pass down letters sent out in September 2021 all responded.	Complete	03/03/2022
18.0	Finance	Meetings with Member Authorities to discuss projects performance along with other team members of PMO.	Finance Manager	Bi-annually		Meetings held December 2021. Replaced by Quarterly Chat's.	Complete	03/03/2022
19.0	Finance	Developing PMO budget for 2022/23	Finance Manager	Jan-22		Draft Budget submitted for approval to Feb 2022 CEG and Cabinet	Complete	03/03/2022
20.0	Finance	Reviewing Project Status Report Finance Sections, completing MA monitoring visits and	Finance Manager	Ongoing		Received and reviewed Q3 2021/22. Returns to be reported to FSG/CEG/Cabinet	Complete	03/03/2022



Ref	Theme	Action	Action Owner(s)	Approved Timescale	Proposed Revised Timescale	Progress to date (show new text for period in bold italic)	Status	Last Checked
		producing finance report within Quarterly Programme Report						
21.0	Finance	Processing quarterly grant claims	Finance Manager	Quarterly		Received and reviewed Q3 2021/22 Returns.	Green	03/03/2022
22.0	Finance	Developing 5-year, annual and quarterly spend projections	Finance Manager	May-21		Received updates in Q3 2021/22 returns	Complete	03/03/2022
23.0	Finance	Reviewing expenditure by category from grant claims and contract register for input to Regional Economic Model	Finance Manager	Aug-21	<b>Mar-22</b>	Not yet commenced.	Amber	03/03/2022
24.0	Audit	Produce Internal Audit Plan for 2021/22	Internal Audit	Apr-21		Approved by Cabinet in April 2021	Complete	11/06/2021
25.0	Audit	Audit Support Group meets	Internal Audit	May-21		Group met and reviewed Audit Plan and received individual Member Authority updates	Complete	11/06/2021
26.0	Audit	3 <sup>rd</sup> assurance audit report from 2020/21 audit plan – Grant Claim Eligibility phase 2	Internal Audit	Jun-21		Approved by Cabinet 10/08/21	Complete	19/08/2021
27.0	Audit	Follow Up Report (progress of previous audit recommendations)	Internal Audit	Jun-21		Approved by Cabinet 10/08/21	Complete	19/08/2021
28.0	Audit	Annual Governance Statement for 2020/21	Internal Audit	Jun-21		Approved by Cabinet 10/08/21	Complete	19/08/2021
29.0	Audit	Internal Audit Annual Report 2020/21	Internal Audit	Jun-21		Approved by Cabinet 10/08/21	Complete	19/08/2021
30.0	Audit	1 <sup>st</sup> assurance audit report from 2021/22 audit plan – Business Continuity and Resilience	Internal Audit	Dec-21		Terms of Reference Agreed and Issued to Member Authority Audit Teams. Field work complete and report approved 7/12/21 by Cabinet.	Complete	25/01/2022
31.0	Audit	2 <sup>nd</sup> assurance audit report from 2021/22 audit plan – Change Control and Contract Management Arrangements	Internal Audit	Feb-22		Terms of Reference issued to Audit Teams Dec 2021. Field work underway.	Green	03/03/2022
32.0	Audit	Follow Up Report (progress of previous audit recommendations)	Internal Audit	Dec-21		Report approved by Cabinet 7/12/21	Complete	25/01/2022
33.0	Audit	Audit Support Group meets	Internal Audit	Nov-21		Meeting held 24/11/21	Complete	25/01/2022
34.0	Audit	3 <sup>rd</sup> assurance audit report from 2021/22 – Equality Impact Assessments	Internal Audit	Apr-22		No update in period	Future	25/01/2022
35.0		4 <sup>th</sup> assurance audit report from 2021/22 – Anti-Bribery, Corruption and Fraud Arrangements	Internal Audit	Apr-22		No update in period	Future	25/01/2022
36.0	Stakeholder & R.M.	Co-ordinate GCR Communication and Marketing Group meetings	Communication and Marketing Manager	9 February, 30 March, 7 June, 26 July, 25 October.		Meetings for 2022 scheduled.	Complete	11/01/2022
37.0	Comms & Market'g	Maintain Communication Planning Grid setting out monthly activities, events and key milestones	Communication and Marketing Manager	Ongoing		Version for 2022 developed. Diarised to review / update. Ongoing.	Green	03/03/2022
38.0	Comms & Market'g	Lead on media for the City Deal Programme, developing a forward plan of upcoming opportunities, maintaining oversight of planned partner Project media releases and promoted via GCR social media and website channels.	Communication and Marketing Manager	Ongoing		<b>Media release issued for the City Deal contract pipeline and which generated coverage in local media channels, and which was promoted by SDS and the Glasgow Chambers. Work underway to review media channels / opportunities for the year ahead.</b>	Green	03/03/2022
39.0	Comms & Market'g	Oversight and monitoring of use of Glasgow City Region and City Deal brands, including look and feel and tone of voice.	Communication and Marketing Manager	Ongoing		A new GCR Content Style Guide produced and issued to the team in May 2021, with a briefing including guidance on agreed approaches for out of office, email signature and key approaches for language / terminology. A reminder was also provided regarding the Scottish Government Accessibility Guidelines for documents issued and made available online.	Complete	11/01/2022
40.0	Comms & Market'g	<b>Management, updating, monitoring and reporting of GCR social media accounts (Twitter, LinkedIn and Youtube) and day-to-day management and updating of City Deal website</b>	Communication and Marketing Manager	Ongoing		<b>Ongoing review of data and planning of content. Targets established for social media and a GCR LinkedIn profile established, with work underway to build number of followers and engagement.</b>	Green	03/03/2022
41.0	Comms & Market'g	Produce annual report on Social Media and Website reach, with summary progress and recommendations going forward.	Communication and Marketing Manager	Jan-22		<b>An updated Social Media and Digital Content Report shared with / discussed by Comms Group, and a number of actions agreed.</b>	Complete	24/02/2022
42.0	Governance	Update the Assurance Framework	Assistant Head of Programme Management Office	Mar-22		Updates to Assurance Framework 2021 approved by CEG January 2021 and Feb Cabinet. Document shared with PLG members. Updates for 2022 will be logged throughout 2021 ahead of 2022 refresh exercise.	Green	03/03/2022
43.0	Governance	Annual Implementation Plan: Monitor and record progress in the actions set out in the current Plan within the PMO report.	Assistant Head of Programme Management Office	Quarterly		New appendix included in Quarterly Report providing progress on all actions. RES updates also added to AIP reporting template. Public Health Scotland Collaboration activity integrated in AIP.	Green	03/03/2022
44.0	Governance	Develop the Annual Performance Report (April 2021 – March 2022).	Communication and Marketing Manager	Jun-22		<b>Schedule developed for next report.</b>	Green	03/03/2022
45.0	Governance	Implement Programme Document Retention Strategy as per Programme Management Toolkit requirements	Support Officer	Ongoing		File reorganisation underway following return of Business Support Officer. Objective Connect folders being reduced. Business Case repository developed on Objective Connect to ensure all Member Authorities can review completed business cases for knowledge exchange purposes.	Green	03/03/2022
46.0	Governance	Maintain Programme Risk Register and Issues Log	Programme Manager	Ongoing		Risk Register and Issues Log continue to be updated and a monthly basis. Circulating Risk Register and Issues Log to the Support's Group Chairs for their information and comment.	Green	03/03/2022
47.0	Governance	Develop Interim and Quarterly Programme Status Reports	Programme Manager	Monthly		Quarterly Programme Status Report continue to be updated and a quarterly basis to account for the programme/projects progress.	Green	03/03/2022
48.0	Governance	Maintain Overall Programme Plan	Programme Manager	Monthly		Monthly update of dashboard for inclusion in the new Programme Status Report. Most of MAs have now reviewed their programme for the Covid-19 recovery plan. Continuing assessment of present and future impact of Covid-19.	Green	03/03/2022

Ref	Theme	Action	Action Owner(s)	Approved Timescale	Proposed Revised Timescale	Progress to date (show new text for period in bold italic)	Status	Last Checked
49.0	Governance	Complete Programme-level Lessons Learned exercises	Programme Manager	As required		Continue liaising with the MAs for the future preparation of Lessons Learned. GCC has issued a Lesson Learned from Covid-19. <b><i>New Lessons Learned Template drafted and to be included in the Toolkit.</i></b>	Green	01/03/2022
50.0	Governance	Review Project Business Cases	Programme Manager	Ongoing		<p>BCs submitted on 10.12.2021 <b><i>and approved by CEG</i></b> on 03/02/2022</p> <ul style="list-style-type: none"> <li>• NLC - RIA - FBC WCML Crossing FBC</li> <li>• SLC - East Kilbride GCA - Jackton PS FBC</li> </ul> <p>BC submitted on 25/01/2022 and approved by the Delegated Authority on <b><i>24.02.2022</i></b>:</p> <ul style="list-style-type: none"> <li>• GCC - MGSDP - Hillington/Cardonald SWMP - Ph 3: Penilee</li> </ul> <p>BC submitted by 04.02.2022 <b><i>and approved by CEG</i></b> on 17.3.2022:</p> <ul style="list-style-type: none"> <li>• IC - Inchgreen FBC</li> </ul> <p>A number of BCs have missed their agreed and approved submission deadline:</p> <ul style="list-style-type: none"> <li>• GCC - CCB: Improving Public Transport: High St Station FBC (03.02.2022 CEG)</li> <li>• GCC - CCEIPR: New City Road (previously the Underline) FBC (23.09.2021 CEG)</li> <li>• GCC - MGSDP - Hillington/Cardonald SWMP - Ph 2: Queens Garden (FBC approved but withdrawn with new submission forecasted for March 2022 Delegated Authority Approval)</li> <li>• SLC - Newton CGA - Sustainable Transport Intervention FBC (28.01.2021 CEG)</li> <li>• IC - Inverkip Aug OBC (09.02.2021 CEG)</li> <li>• IC - Inverkip FBC (28.08.2021 CEG)</li> <li>• SLC - Hamilton CGA: FBC4: Woodfoot Road/Wellhall Road Junction (25.11.2021 CEG)</li> <li>• SLC - Hamilton CGA: FBC5: Wellhall Road/Hillhouse Road Junction (25.11.2021 CEG)</li> <li>• <b><i>SLC - Hamilton CGA: FBC7: Calderside Academy (03.02.2022 CEG)</i></b></li> <li>• SLC - Larkhall CGA: Holy Cross High Extension (3.2.2022 CEG)</li> <li>• SLC - Larkhall CGA: Merryton Roundabout &amp; Link Road (25.11.2021 CEG)</li> <li>• SLC - Larkhall CGA: Community Facility (3.2.2022 CEG)</li> <li>• SLC - Larkhall GCA: A72 Lanark Road / M74 Signalisation FBC (17.03.2022 CEG)</li> <li>• <b><i>SLC - Stewartfield Way Transport Capacity OBC (12.4.22 Cabinet)</i></b></li> </ul> <p>BCs expected to be submitted by 18.3.2022 for approval at 28.4.2022 CEG:</p> <ul style="list-style-type: none"> <li>• GCC - CCEIIPR: Sauchiehall Street Precinct (possible Delegated Authority approval)</li> <li>• GCC - MGSDP: Hillington / Cardonald Surface Water Management Plan – Phase 2 Queensland Gardens. (re-submission - possible Delegated Authority approval)</li> <li>• GCC - MGSDP: Eastern Springburn SWMP</li> <li>• GCC - CWWEIQ: Develop. Econ. Role of Glasgow University (GU) - Byres Road Public Realm</li> <li>• SLC - Hamilton CGA: Woodfoot Rd, Gateside St and Strathaven Rd Junctions</li> </ul>	Green	01/03/2022
51.0	RES People	Deliver the actions within the Skills and Employment Portfolio Workplan	Regional Partnership Manager	Ongoing		<p><b><i>The Portfolio Group met on 14/01/22 where the group carried out a review of the existing workplan actions in light of the approval of the new Regional Economic Strategy to ensure that the actions align to and support the priority programmes identified in the RES.</i></b></p> <p>The focus of the Portfolio Group has been on the implementation and delivery of local employability programmes funded by the SG through No One Left Behind and other funding streams. The Group has had an initial discussion about the feasibility of developing a regional procurement framework for employability services.</p> <p>RSIP Delivery Plan for 2021/22 approved by CEG on 23 Sept 2021.</p>	Green	03/03/2022
52.0	RES Business	Deliver the actions within the Tourism and Destination Marketing Portfolio Workplan	Regional Partnership Manager	Ongoing		<p>The City Region Chef Academy was approved by CEG on 29 July with Inverclyde Council as the Lead Authority and the project was launched in November 2021. A marketing campaign commenced in December 2021. An update on progress of the Chef Academy be provided to the Regional Economic Partnership as part of a wider update on RRRF funded projects. <b><i>The Portfolio Group met on 24 /1/22 and carried out a review of the actions in the Group's workplan in light of the approval of the new Regional Economic Strategy. A special meeting of the Portfolio Group will take place on 11 March to receive a presentation from Visit Scotland about the National Tourism Observatory and to discuss the data requirements of the Group.</i></b></p>	Green	03/03/2022
53.0	RES Business	Deliver the actions within the Enterprise Portfolio Workplan	Senior Portfolio Development Lead - Business (Enterprise)	Ongoing		<p>The Portfolio Group has undertaken a review of actions in its workplan to ensure that the actions align with the priority programmes identified in the new Regional Economic Strategy. When the group met on 1/12/21 it agreed to consolidate a number of actions and will continue to keep these under review. <b><i>The £500k GCR Low Carbon R&amp;D Fund opened at the end of January. Administered and funded by SE, applications from local businesses are being sought through the local authority business advisers.</i></b> The group contributed to the preparation of a Just Transitions Skills Action Plan, particularly in relation to business growth and supply chain development and will support the delivery of these actions once they are published in the coming months. Progress on the actions in the workplan will be reported to the Portfolio Group.</p>	Green	03/03/2022
54.0		Develop and deliver actions within the Transport Portfolio Workplan	Senior Portfolio Development Lead - Place (Transport)	Ongoing		<p>Of the ten Transport Portfolio actions, three actions are completed and a further five are well underway including participation in Strategic Transport Project Review (STPR2) and the preparation of the Regional Transport Strategy. The Transport Portfolio Group has overseen progress on a number of key actions on the workplan, including regular updates and engagement with the development of the Metro proposals, discussion of the arrangements for oversight of activity delivered by the Bus Partnership, engagement with the Infrastructure and Assets Portfolio in relation to EV Charge Point Infrastructure, the development of the Transport Resilience Group as part of the GCR Climate Adaptation Strategy, and ongoing work to develop the Regional Transport Strategy.</p>	Green	03/03/2022
55.0		Agree and implement the Infrastructure and Assets Portfolio Workplan	Senior Portfolio Development Lead - Place (Infrastructure)	01/04/2022		<p><b><i>The Group took a report to the CEG in February to seek GCR support for the Infralink project to increase the rollout of telecommunications infrastructure.</i></b> The Infrastructure and Assets Portfolio Group has agreed to review the Group's current workplan action at the first meeting in 2022 to consolidate the actions and ensure that they align with the priority programmes identified in the RES. Progress has been made on a number of key actions, including: the successful delivery of the Infrastructure Summit 2021, the ongoing review of the 2019 Regional Digital Connectivity Strategy and closer engagement with the Infralink project to boost digital connectivity in GCR; supporting the delivery of the Regional Capital Investment Plan (in collaboration with the SFT); and the delivery of EV charging infrastructure (in collaboration with the Transport Portfolio Group).</p>	Green	03/03/2022
56.0		Agree and implement the actions within the Housing Portfolio Workplan	Senior Portfolio Development Lead - Place	Ongoing		<p>Of thirteen actions assigned to the Housing Portfolio, three are completed. The remainder are well underway including liaison with the Scottish Government regarding the various elements of the draft Heat in Buildings Strategy. The Home Energy Retrofit Feasibility Study completed in October 2021. A new Project Manager has been appointed to progress retrofit programme. Work is ongoing to develop the individual working groups that will support the further development of the retrofit project. <b><i>An update will be discussed at the Housing Portfolio Group meeting on 28 March 2022.</i></b></p>	Green	03/03/2022
57.0		Agree and implement the actions within the Land Use and Sustainability Portfolio Workplan	Senior Portfolio Development Lead - Place	Ongoing		<p>Twenty-nine actions are assigned to LUS, three of which are completed. The development of a Vacant and derelict Land Business Case is approaching the options appraisal stage and is expected to be completed by the end of March 2022; the Climate Clyde Forest Team is now in place and twenty actions relate directly to the Regional Climate Change Adaptation Strategy and Action Plan. The LUS Portfolio Group,</p>	Green	03/03/2022

Ref	Theme	Action	Action Owner(s)	Approved Timescale	Proposed Revised Timescale	Progress to date (show new text for period in bold italic)	Status	Last Checked
						supported by Clydeplan will play a central role in the development of the GCR response to NPF4. Progress is also being made in the delivery of the projects being developed by the Green Network Partnership, with reports due to be presented to the CEG in 2022.		
58.0 0		Deliver the Community Wealth Building Workplan	Programme Manager, Health and Inclusive Growth	01/03/2022 2		<i>The Programme Manager for Health and Inclusive Economy presented an update on regional CWB work to the Economic Delivery Group on 28th February 2022. The paper also set out a range of proposed actions to develop and advance a coordinated approach across all five of the pillars of CWB. These recommendations were approved, and an update will be brought back to the next EDG meeting including on the benefits, requirements and any barriers to the Region becoming accredited as a Living Wage Place. The objectives of the 'fair employment and just labour markets' pillar of CWB is being used to inform the development of the priority projects set out in the Regional Economic Strategy, in particular the Foundational Economy and the Fair and Healthy Work programmes. The Minister for Public Finance, Planning and Community Wealth will attend the next regular meeting between the GCR PMO and the Scottish Government's CWB team (22nd March 2022). These meetings provide an opportunity to discuss progress made in GCR and to make asks of government for support in terms of overcoming barriers faced by local authorities in delivering CWB. The GCR is also feeding in legislative ideas to inform the forthcoming CWB Bill, currently being developed by Scottish Government.</i>	Green	03/03/2022
59.0 0		Deliver the Public Health Scotland/Glasgow City Region Collaboration Workplan	Organisational Lead for Regional Economies and Health	01/05/2022 3	<b>Oct-23</b>	Set-up phase <b>complete</b> for Economies for Healthier Lives Capital Investment Health Inequalities Impact Assessment (CHIIA) project (including HIIA of housing retrofit proposals). Six-month review of GCR/PHD collaboration held in Dec 2021). <b>Work underway to support RES action plan development.</b> Progress continues in relation to Child Poverty.	Green	03/03/2022

Endnotes 1

**Strategic Objectives in the Risk Table**

- A. Support the creation of new, sustainable jobs in high-value growth sectors providing fair, living wages;
- B. Provide improved transport connectivity for residents to access employment locations and for businesses to access national and international markets;
- C. Support the remediation and unlocking of key development and regeneration sites across the Region, with a focus on brownfield sites, creating attractive, marketable, accessible locations for people and businesses to live and invest;
- D. Support the delivery of a resilient, low carbon, sustainable, connected and attractive place capitalising on our existing social, cultural and environmental assets;
- E. Support micro, small and medium sized businesses in growth sectors to innovate, commercialise and grow through the provision of incubation, grow-on-space and world class research and development facilities;
- F. Provide additional skills, training, and employment support to those facing additional barriers to fair work and/or who are at risk of poverty; and
- G. Use the Programme resources to maximise the leverage of additional private and public sector funding for the City Region
- N/A Not Applicable

**RAG Status Key**

Overall	RED	RED if one or more of the Time/Cost/Scope/Benefit Realisation indicators are RED
	AMBER	AMBER if one or more of the Time/Cost/Scope/Benefit Realisation indicators are AMBER
	GREEN	GREEN if one or more of the Time/Cost/Scope/Benefit Realisation indicators are GREEN
	COMPLETE	COMPLETE if all of the Time/Cost/Scope/Benefit Realisation indicators are COMPLETE
	FUTURE	For BC more than 1 year away from submission
Scope	RED	Significant change in the scope to the last approved* Scope which will affect the overall cost of the project or any Benefit Realisation. The project will be reporting at red if any of the outputs listed in the last approved* FBC or Change Controls are not or will not be fully delivered. *last approved: the latest of either the last approved BC or the latest approved Change Control
	AMBER	Minor changes to the last approved* Scope which will neither affect the overall cost of the project or any Benefit Realisation. The project will be reporting at amber if it is very likely that any of the outputs listed in the last approved* FBC or Change Controls are not or will not be fully delivered
	GREEN	In line with the last approved* Scope and with not very high risks/issues indicating a potential change in scope. The project will be reporting at green if all the outputs listed in the last approved* FBC or Change Controls are or will be fully delivered
	COMPLETE	A Project will be marked as complete when last approved* Scope has been fully delivered, the construction works are completed and all the certifications (certifying that the works have been completed in accordance with the specification to the satisfaction of the relevant authority i.e. Roads Authority, Building Control etc.) are signed by the relevant parties and the infrastructure is opened to the public
	FUTURE	For projects with FBCs more than 1 year away from submission
Milestones/ Timeline	RED	If the last approved* Construction and Formal Opening milestone dates are not or will not be met or if any of the last approved* Key Milestones has been at amber for 1 period or more and no relevant Change Control was approved at the last CEG
	AMBER	If any of the last approved Key Milestones (with the exception of Construction End and Formal Opening dates) as defined in the PMT are or will be delayed. The status stays at Amber for 1 period to allow the MAs to submit a Change Control for reinstatement. If the Change Control is not submitted and approved by CEG (the status will be escalated to Red until the relevant Change Control is approved).
	GREEN	Project is on track with last approved* Key Milestones
	COMPLETE	A Project will be marked as complete when last approved* Construction End and Formal Opening dates have met (i.e. the construction works are completed, and the infrastructure is opened to the public) and all the certifications (certifying that the works have been completed in accordance with the specification to the satisfaction of the relevant authority i.e. Roads Authority, Building Control etc.) are signed by the relevant parties
	FUTURE	For BC more than 1 year away from submission
Finance	RED	The project is not fully funded and/or there are significant projected or actual adverse variances in the project costs/expenditure profile (outwith approved tolerances) with no recovery plan.
	AMBER	The project is not fully funded and/or there are projected or actual adverse variances in project costs/expenditure profile (outwith approved tolerances) however a recovery plan is in place.
	GREEN	The project is fully funded and there are no actual or projected variances in project costs/expenditure profile.
	COMPLETE	Project is finished and asset is completed and operational and all financial transactions relating to project have been settled.
	FUTURE	For BC more than 1 year away from submission
Benefit Realisation	RED	Significantly behind/outwith the targeted benefit realisation <b>without a recovery plan that will have a negative impact on the estimated project economic benefits (GVA or jobs) delivered by the end of the City Deal in 2035.</b> This includes circumstances where there is <b>no remedial action or effective mitigation</b> and there: <ul style="list-style-type: none"> <li>• is a project with a <b>contract of significant value that has failed to secure any contractual community benefits or the community benefits secured are not delivered</b> and there is <b>no opportunity to remedy</b> this;</li> <li>• is a <b>significant reduction, substantive change, or no progress in delivery of the direct project outputs</b> (enabling infrastructure) which will have a negative impact on the economic benefits to be delivered by the project by 2035;</li> <li>• is completion of the enabling works (direct outputs) but the <b>development of the opportunity sites (identified in the business case or latest change control) is significantly delayed or not being progressed at all;</b></li> <li>• is a <b>project that has failed to evidence that a detailed plan or arrangements are in place to manage how the estimated private sector follow on investment will be secured and delivered</b> in order to develop the project's opportunity sites; and</li> <li>• is a <b>change in the type of floorspace outputs through follow on private sector investment, due to a change in market demand or other factors which will subsequently deliver a lower level of economic benefit</b> from the project than estimated in the business case or latest approved change control.</li> </ul>
	AMBER	Below/behind targeted benefit realisation but <b>with a recovery plan which will significantly mitigate or negate any impact on the economic impacts that will be delivered by the project by 2035.</b> This includes circumstances where a recovery plan is in place and there: <ul style="list-style-type: none"> <li>• is a project with a <b>contract of significant value that has failed to secure any contractual community benefits or the community benefits secured are not delivered</b> and there is an opportunity to remedy this;</li> <li>• is a project with a <b>contract of significant value that has secured a lower level of contractual community benefit than set out in the City Deal guidance</b>, however there is an explanation, mitigation or remedy available;</li> <li>• is a <b>minor reduction in the amount or minor change to the direct outputs (enabling infrastructure) that has no material impact</b> on securing the projected private sector investment or delivering the economic benefits of the project;</li> <li>• is a <b>significant reduction, substantive change, or no progress in delivery of the direct project outputs</b> (enabling infrastructure). This would have a negative impact on the economic benefits to be delivered by the project by 2035, however a recovery plan is in place to ensure that the benefits are realised;</li> <li>• is completion of the project's enabling works (direct outputs) but the <b>development of the opportunity sites (identified in the business case or latest change control) is significantly delayed or not being progressed at all.</b> However, a recovery plan is in place to accelerate the development of the opportunity sites to realise the estimated benefits;</li> <li>• is a <b>project that has failed to evidence that a detailed plan or arrangements are in place to manage how the estimated private sector follow on investment will be secured and delivered</b> in order to develop the project's opportunity sites. However a recovery plan is in place to develop the plan/arrangements that will deliver the economic benefits in line with the business case or latest change control;</li> <li>• are <b>minor delays to the delivery of, or non-substantive reduction in the projected amount of follow on investment leveraged and floorspace outputs delivered</b>, that will have no material impact on the realisation of benefits stated in the latest business case or approved changed control;</li> </ul>



		<ul style="list-style-type: none"> <li>• are <b>delays to the delivery of, or a significant reduction in the projected amount of follow on investment leveraged and floorspace outputs delivered</b>, however a recovery plan is in place that will realise the benefits as stated in the latest business case or approved changed control; and</li> <li>• is a <b>change in the type of floorspace outputs delivered through follow on private sector investment, due to a change in market demand or other factors which indicates that it will subsequently deliver a lower level of economic benefit</b>. However there is a recovery plan in place that will realise the benefits estimated in the business case or latest approved change control.</li> </ul> <p>Projects will also move to Amber pending the approval of any change control request in relation to:</p> <ul style="list-style-type: none"> <li>• direct project outputs;</li> <li>• estimated private sector investment to be delivered by the project;</li> <li>• follow on investment and floorspace outcomes; and</li> <li>• the economic benefits to be delivered by the project by 2035, as stated in the business case or latest approved change control.</li> </ul>
	GREEN	<p>A project can be considered as Green if it is meeting or exceeding the targeted benefits as stated in the business case or most recent approved change control for:</p> <ul style="list-style-type: none"> <li>• community benefits;</li> <li>• direct project outputs;</li> <li>• estimated private sector investment to be delivered by the project;</li> <li>• follow on investment and floorspace outcomes; and</li> <li>• the economic benefits to be delivered by the project by 2035, as stated in the business case or latest approved change control.</li> </ul> <p>A project considered as Green will expect to be able to demonstrate that:</p> <ul style="list-style-type: none"> <li>• for all project contracts awarded, <b>community benefits have been secured in line with the value and expectations of the City Deal Community Benefit guidance</b>;</li> <li>• the <b>direct project outputs are being delivered</b> to the timescale and scope as stated in the business case or latest change control;</li> <li>• upon completion of the enabling works (direct outputs), that the <b>development of the opportunity sites for the project are being delivered</b> to the scope and timescale, as estimated in the business case or latest change control;</li> <li>• a <b>detailed plan or arrangements are in place to manage how the estimated private sector follow on investment will be secured and delivered</b> in order to develop the project's opportunity sites; and</li> <li>• that the type of floorspace outputs delivered on the project's opportunity sites remain the same as those within the business case or latest approved change control.</li> </ul>
	COMPLETE	<p>A project will only be complete for benefits realisation when it has evidenced that <b>all of the benefits</b> – community benefits, direct project outputs, floorspace outcomes, and economic benefits (GVA and jobs) – stated in the business case or latest approved change control have been achieved. During the construction phase of the project, the focus for benefits realisation will be upon the community benefits that are secured, and whether these have been delivered. As construction commences, benefits realisation will focus on the delivery of the direct outputs and the readiness of the project to move onto delivery of the wider economic benefits that will be realised through the private sector follow on investment. Following completion of construction of the direct project outputs, projects will be expected to report on the delivery of the floorspace outputs and other economic benefits attributed to their project.</p>
	FUTURE	<p>A project will only be marked as Future when it is prior to the delivery of any benefits, including community benefits. As soon as a contract is awarded containing the community benefits, the project will no longer be categorised as Future and will be gives a RAG status reflecting their status and performance.</p>
Annual Implementation Plan (AIP)	RED	Action will not be completed within year covered by AIP and new restated date has not been approved
	AMBER	Action will not be completed within initial timescale approved by Cabinet but new date has been proposed ensuring will be completed within year covered by AIP
	GREEN	Action is being delivered as planned and within approved timescale, including where timescale has been restated
	COMPLETE	Action is complete
	FUTURE	No activity undertaken in reporting period/milestone date is in the future and action not required at present.

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**Item 4**

12th April 2022

**Glasgow City Region Cabinet**

**Report by Head of Audit and Inspection, Glasgow City Council**

**Contact: William Hart, Chief Auditor**

**Extension: 74303**

**INTERNAL AUDIT PLAN 2022/23**

**Purpose of Report:**

To present to the Cabinet the internal audit plan for 2022/23 for the Glasgow City Region Cabinet.

**Recommendations :**

Members are asked to agree to the implementation of the Audit Plan for 2022/23.

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### 1. BACKGROUND

- 1.1 Following agreement the Glasgow and Clyde Valley Local Authorities entered into a City Deal with both the UK and Scottish Governments. The eight Local Authority Leaders agreed to establish a Joint Committee constituted under Section 57 of the Local Government (Scotland) Act 1973. The Joint Committee is known as “the Glasgow City Region Cabinet” (“the Cabinet”) and was constituted on the 19 January 2015.
- 1.2 Cabinet has agreed the appointment of Glasgow City Council’s Internal Audit department to provide the Internal Audit function. The Head of Audit and Inspection prepares an annual internal audit plan which is subject to consideration and approval by the Cabinet. Internal Audit complies with the Public Sector Internal Audit Standards, with an external quality assessment undertaken in 2021 which confirmed this. The audit plan has been prepared and will be undertaken in accordance with the Standards.
- 1.3 In developing the internal audit plan, we have:
- consulted relevant senior officers of the City Deal Project Management Office,
  - considered the risks affecting the Cabinet,
  - considered both internal and external factors affecting the City Deal programme, and
  - considered previous audit findings.
- 1.4 The Public Sector Internal Audit Standards require that the audit plan should be kept under review to reflect any changing priorities and emerging risks. We will therefore ensure the plan remains relevant and reflects any changes to the inherent risks which may impact on the Cabinet. The Cabinet will be asked to approve any material adjustments to the audit plan.

### 2. INTERNAL AUDIT PLAN 2022/23

- 2.1 The areas included in the Internal Audit Plan for 2022/23 are:

- Project Procurement Strategies
- Programme Skills, Knowledge and Experience Arrangements
- Change Control and Contract Management phase 2
- Follow ups audits and provision of support to officers.
- Advisory work - Ensuring Value for Money within Project Stages

Further details on each of the above proposed reviews is contained within Appendix 1.

- 2.2 As noted above, following discussions with the PMO we will work with them to provide assistance in relation to benchmarking various elements of the capital project process to ensure best value is being achieved.
- 2.3 Internal Audit will issue reports on audit findings, highlighting control weaknesses, together with recommendations for improvement. Any significant area of control weakness will be reported specifically in the Annual Governance Statement.
- 2.4 Audits which examine systems and processes operated by Glasgow City Council but used or relied upon to deliver the City Deal will be reported to the Council’s Finance

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and Audit Scrutiny Committee. Audit findings which may impact on the City Deal will be considered when developing the Cabinet Annual Governance Statement.

- 2.5 Where appropriate, we will place reliance on the work undertaken by the Internal Audit section of each member Local Authority. Any significant issue that could impact on the ability of an Authority to deliver a project under its control will be considered for inclusion in the Annual Governance Statement. Internal Audit will also continue to host a City Deal audit support group. This group will include representatives from each Local Authority Internal Audit section and will facilitate the sharing of audit knowledge, information and best practice.

### **3. DIRECT AUDIT OUTPUTS IN 2022/23**

- 3.1 The main output of Internal Audit in 2022/23 will be the Head of Audit and Inspection's Annual Governance Statement. This will be reported to the Cabinet and will provide assurance to Members of the Cabinet and senior officers on issues of control related to the delivery of the City Deal.
- 3.2 The annual statement will be based principally on the work undertaken by Internal Audit during the year. In 2022/23, 53 days will be available to carry out this work. Internal Audit will continually review the risks and operating environment of the Cabinet during the course of the year and may tailor this planned work accordingly.
- 3.3 The indicative fee for the cost of this audit work during 2022/23 is £20,500.

### **4. 2021/22 UPDATE**

- 4.1 There were four reviews in the 2021/22 audit plan. The current status of each is:
- Business Continuity and Resilience – presented to Cabinet in December 2021;
  - Change Control and Contract Management phase 1 – fieldwork is complete and the report will be presented to Cabinet in June 2022;
  - Equality Impact Assessments – report is anticipated to be presented to Cabinet in June 2022, and
  - Anti-Bribery, Corruption and Fraud Measures – report is anticipated to be presented to Cabinet in June 2022.

### **5. RECOMMENDATION**

- 5.1 The Cabinet is asked to agree to the implementation of the Internal Audit Plan for 2022/23.

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Appendix 1

Glasgow City Region Cabinet – Audit Plan 2022/23

Assurance Area	Planned Internal Audit Activity
Procurement	<p><b>Project Procurement Strategies</b></p> <p>Since the pandemic, construction and materials costs have significantly increased, and availability of materials has been reduced, resulting in cost inflation. Organisations are reporting that procurement exercises are now frequently attracting fewer bids than anticipated, and / or higher costs being submitted and stricter conditions being applied. Our review will consider the procurement strategies in place and what changes could be made to help achieve more competitive bids and improve value for money in project procurement exercises.</p>
Governance	<p><b>Programme Skills, Knowledge and Experience Arrangements</b></p> <p>The City Deal programme is entering its 8<sup>th</sup> year and as such, there have been changes to personnel involved. Our review will seek to ensure that member authorities have robust arrangements in place for the training and handover of skills and experience when key officers leave or move post. Additionally we will review governance arrangements such as ensuring schemes of delegation are updated to reflect changes, and effective document retention and management is in place to maintain audit trails and support officers in discharging their duties in relation to the programme.</p>
Governance	<p><b>Change Control and Contract Management (phase 2)</b></p> <p>Due to Covid-19 and other factors which may arise during capital programmes, it was anticipated that there would be an increase in member authorities submitting change control requests for projects, and this would require effective contract management measures and negotiations with contractors. Phase 1 of this work was undertaken in 2021/22 for four of the member authorities, and phase 2 will seek assurance for the further four authorities that they have adequate contract management and change control arrangements in place, and will seek to confirm that they comply with local tolerances and delegated authority levels. We will also check that prior to submitting these to the Programme Management Office (PMO) for consideration, these requests contain sufficient detail and have been appropriately authorised.</p>
Follow up	<p>Audit of the progress against Internal Audit recommendations, undertaking additional testing as required. Summary progress updates will be reported to the Cabinet.</p>

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Assurance Area	Planned Internal Audit Activity
Advisory	<p data-bbox="488 240 1379 276"><b>Ensuring Value for Money within Project Stages (Advisory)</b></p> <p data-bbox="488 280 2024 571">Business cases with costs attributed to different stages of the projects are submitted to the PMO for appraisal. At present there is no comparator or benchmarking to determine what is a reasonable proportion of a project budget to be allocated to each stage. In some cases where projects have similar features, similar proportions of budgets could be expected, or even decreasing allocations as economies of scale are attained. Other projects may be unique or have their own difficulties which result in higher costs at earlier stages. We will work with the PMO to compare business case budgets and actual spend on various stages of projects with the aim of producing guidance for member authorities for use in allocating budgets when developing business cases to help ensure value for money is achieved insofar as possible.</p> <p data-bbox="488 611 2024 679">Following discussions with the PMO we will work with them to provide assistance in relation to benchmarking various elements of the capital project process to ensure best value is being achieved.</p>

**Glasgow City Region Cabinet**

**Report by Head of Audit and Inspection, Glasgow City Council**

**Contact: William Hart, Chief Auditor 0141 287 4303**

**FOLLOW UP AUDIT**

**Purpose of Report:**

This report provides an update on action taken to implement audit recommendations agreed previously with the City Deal Programme Management Office.

**Recommendation:**

It is recommended that Cabinet notes the progress made in terms of the recommendations implemented.

## 1. Introduction

This report provides a summary of Internal Audit follow up work undertaken in relation to reports previously reported to Cabinet. This report includes first-time follow up audits undertaken since the last Cabinet meeting.

## 2. First-time Follow up Audits

- 2.1 During the period to 4 March 2022, follow-up work has been undertaken for the audit below:

Audit Description	Number of Recommendations				
	Made	Not yet due for completion	Completed	Outstanding	No Longer Relevant
Business Continuity and Resilience	3	0	3	0	0

## 3. Previously Reported Follow Ups

- 3.1 This section summarises reports that have previously been subject to a follow up audit, were found to have outstanding recommendations, and have since been subject to a subsequent additional follow up audit. The timing will depend on revised implementation dates. Reports where additional follow up reviews have been completed since the last Cabinet are noted in the table below. We continue to monitor the progress of individual outstanding and overdue recommendations on an ongoing basis.

Audit Description	Number of Recommendations				
	Made	Not yet due for completion	Completed	Outstanding	No Longer Relevant
Member Authority Grant Claim Eligibility (phase 2)	2	0	2	0	0

## 4. Recommendation for Cabinet

It is recommended that Cabinet notes the progress made in terms of the recommendations implemented.

## Glasgow City Region Cabinet: Recommendations for Period 15 Feb 2022 - 12 April 2022

Paper no.	Paper Name	Purpose	Recommendation(s)
1.	Minute of Previous Meeting		Cabinet is invited to: a) <b>Approve</b> the minutes of the previous meeting.
2.	Minutes of Glasgow City Region Education Committee		Cabinet is invited to: a) <b>Note</b> the minutes of the Glasgow City Region Education Committee Meeting 1 March.
3.	Interim Performance Report	This Interim Performance Report includes an overview of the progress at March 2022 for: <ul style="list-style-type: none"> <li>o The City Region Portfolio Groups which have met since the last Cabinet meeting;</li> <li>o The City Region Intelligence Hub; and</li> <li>o The City Deal Programme.</li> </ul>	Cabinet is invited to: a) <b>Note</b> the contents of this report; b) <b>Approve</b> the proposed changes be made to the Assurance Framework as set out at Section 7 noting that the Chief Executives' Group has agreed that the drafting of the final wording within the documents, and the associated changes to the Programme Management Toolkit, be completed by the PMO in liaison with the Lead Officers' Group.
4.	Internal Audit Plan 2022/23	To present to the Cabinet the internal audit plan for 2022/23 for the Glasgow City Region Cabinet.	Cabinet is invited to: a) <b>Agree</b> to the implementation of the Audit Plan for 2022/23.
5.	Audit Follow Up Report	This report provides an update on action taken to implement audit recommendations agreed previously with the City Deal Programme Management Office.	Cabinet is invited to: a) <b>Note</b> the progress made in terms of the recommendations implemented.